

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY


AUG 13 1998

UNIVERSITY OF CALIFORNIA

Affirmative Action Plan 1996 - 1998

County of Alameda

Prepared by the County Administrator's Office



Digitized by the Internet Archive
in 2025 with funding from
State of California and California State Library

<https://archive.org/details/C124915434>

AFFIRMATIVE ACTION PLAN
FOR
ALAMEDA COUNTY

Presented to the
Alameda County Board of Supervisors

Adopted on
August 13, 1996

Gail Steele, PRESIDENT
District 2

Edward R. Campbell
District 1

Mary King
District 4

Wilma Chan
District 3

Keith Carson,
District 5

By the Office of the County Administrator



COUNTY ADMINISTRATOR

SUSAN S. MURANISHI
COUNTY ADMINISTRATOR

August 13, 1996

DONNA LINTON
ASSISTANT COUNTY ADMINISTRATOR

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: Alameda County Affirmative Action (AA) Plan -- 1996 through 1998

RECOMMENDATION:

It is recommended that your Board adopt the Affirmative Action Plan for Alameda County for the years 1996 through 1998.

BACKGROUND:

The following Affirmative Action Plan continues to develop and expand the focus of Alameda County's Affirmative Action Program.

This Plan supersedes the previous plan adopted on November 17, 1989, revised for the years 1990-91 and extended through January 1994. This Plan will remain in effect until 1998, with periodic updates being provided.

The Personnel/Administrative/Legislative (PAL) Committee recommended the plan for Board approval at its August 5, 1996 meeting.

DISCUSSION:

Plan Highlights:

- Outlines a three (3) year cycle of agency/departments studies intended to assist in their achievement of equal employment and affirmative action.
- Incorporates a memorandum from the County Administrator on the implementation of policies and goals set forth by the Board of Supervisors.
- Provides a section which clearly delineates the inter-relationships of affirmative action, equal employment opportunity and diversity while addressing the current debate regarding the continued existence of affirmative action.

- Incorporates recommendations brought forth by County staff and M/WBE community participants for the purpose of establishing the Minority/Women Business Enterprise (M/WBE) Program.
- Assigns specific duties and responsibilities to all staff for administration and implementation of the Plan.
- Analyzes the County-employed workforce for calendar years 1993, 1994 and 1995 in its entirety while identifying areas where under or overrepresentation of protected groups has occurred.
- Sets forth procedures for the County's complaint handling process.
- Sets forth specific long and short-term objectives to attain the County's equal employment and affirmative action goals.

SUMMARY:

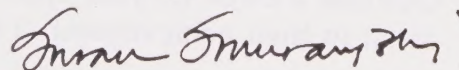
Based upon severe budgetary constraints and efforts to downsize County governments between the years 1993 to 1995, hiring levels, in all job categories, slowed in comparison to previous years.

However, the overall data indicates that the County continues to employ ethnic minorities and women at or above target levels with the exception of Hispanics, who remain underrepresented in the County's workforce.

Although there is some improvement from the last plan, concerted efforts to recruit minorities into higher paying job categories should continue to be an affirmative action priority.

The Diversity Programs Manager will provide your Board with periodic updates on overall and specific affirmative actions required in order to assist the County in meeting its overall equal opportunity goals.

Very truly yours,



Susan S. Muranishi
County Administrator

SSM:CAT:djh
Attachment

aaplanbrd

cc: Agency/Department Heads

TABLE OF CONTENTS

	PAGE
LIST OF TABLES AND FIGURES	ii
I. INTRODUCTION	1
II. PURPOSE	2
III. PLAN OVERVIEW	3
IV. THREE-YEAR PLAN CYCLE	5
V. POLICY STATEMENTS	
VI. CAO DIRECTIVE	
VII. MAKING THE DISTINCTIONS BETWEEN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY, AND DIVERSITY	7
VIII. AFFIRMATIVE ACTION/EQUAL EMPLOYMENT GOALS & OBJECTIVES	10
IX. RESPONSIBILITIES	15
X. PAST AND CURRENT EFFORTS	19
XI. UTILIZATION ANALYSIS: Profiling the County-Employed Workforce ...	21
XII. EMPLOYMENT PRACTICES: Analysis of the County of Alameda's Employment Activities	53
APPENDICES	
1. Constitutional and Statutory Provisions on Equal Employment Opportunity and Affirmative Action	
2. Agency/Department Employment Practice Data	
3. County of Alameda Policies Re: Prohibiting Sexual Harassment and Reasonable Accommodations	
4. Discrimination Complaint Procedures	
5. Minority/Women Business Enterprise Program	
6. Agency/Department Rosters	
7. Glossary of Terms	

LIST OF TABLES AND FIGURES

		<u>PAGE</u>
FIGURE 1	THREE-YEAR PLAN CYCLE	5
FIGURE 2	LABOR FORCE BY GENDER	12
FIGURE 3	AVAILABLE LABOR BY ETHNICITY	12
FIGURE 4	AVAILABLE LABOR FORCE - 1980 VERSUS 1990	13
TABLE 5	AVAILABLE LABOR FORCE BY ETHNICITY/GENDER	14
TABLE 6	1993 COUNTYWIDE UTILIZATION	31
FIGURE 6.1	1993 COUNTYWIDE UTILIZATION	32
TABLE 7	1994 COUNTYWIDE UTILIZATION	33
FIGURE 7.1	1994 COUNTYWIDE UTILIZATION	34
TABLE 8	1995 COUNTYWIDE UTILIZATION	35
FIGURE 8.1	1995 COUNTYWIDE UTILIZATION	36
TABLES 9A - 9C	UTILIZATION COMPARISON -- OFFICIALS/ADMINISTRATORS (1993, 1994, 1995)	37
FIGURE 9.1	UTILIZATION COMPARISON -- OFFICIALS/ADMINISTRATORS (1993, 1994, 1995)	38
TABLES 10A -10C	UTILIZATION COMPARISON -- PROFESSIONALS (1993, 1994, 1995)	39
FIGURE 10.1	UTILIZATION COMPARISON -- PROFESSIONALS (1993, 1994, 1995)	40
TABLES 11A - 11C	UTILIZATION COMPARISON -- TECHNICIANS (1993, 1994, 1995)	41
FIGURE 11.1	UTILIZATION COMPARISON -- TECHNICIANS (1993, 1994, 1995)	42
TABLES 12A - 12C	UTILIZATION COMPARISON -- PROTECTIVE SERVICES (1993, 1994, 1995)	43
FIGURE 12.1	UTILIZATION COMPARISON -- PROTECTIVE SERVICES (1993, 1994, 1995)	44

TABLES 13A - 13C	UTILIZATION COMPARISON -- PARA-PROFESSIONALS (1993, 1994, 1995)	45
FIGURE 13.1	UTILIZATION COMPARISON -- PARA PROFESSIONALS (1993, 1994, 1995)	46
TABLES 14A - 14C	UTILIZATION COMPARISON -- OFFICE-CLERICAL (1993, 1994, 1995)	47
FIGURE 14.1	UTILIZATION COMPARISON -- OFFICE-CLERICAL (1993, 1994, 1995)	48
TABLES 15A - 15C	UTILIZATION COMPARISON -- SKILLED CRAFT (1993, 1994, 1995)	49
FIGURE 15.1	UTILIZATION COMPARISON -- SKILLED CRAFT (1993, 1994, 1995)	50
TABLES 16A - 16C	UTILIZATION COMPARISON -- SERVICE-MAINTENANCE (1993, 1994, 1995)	51
FIGURE 16.1	UTILIZATION COMPARISON -- SERVICE-MAINTENANCE (1993, 1994, 1995)	52
TABLE 17	1993 EMPLOYMENT ACTIVITY SUMMARY REPORT	62
TABLE 18	1994 EMPLOYMENT ACTIVITY SUMMARY REPORT	63
TABLE 19	1995 EMPLOYMENT ACTIVITY SUMMARY REPORT	64

- Introduction
 - Purpose
 - Overview
- Three-Year Plan Cycle

I. INTRODUCTION

The County of Alameda employs over 10,000 individuals, working in over thirty agencies and departments, who provide a broad range of government services. As a public employer, the County is committed to a policy of equal employment opportunity and affirmative action. Thus, in accordance with federal, state, and local laws, this Affirmative Action Plan ("Plan") has been prepared to ensure that all persons are afforded equal opportunity with respect to employment within the County of Alameda.

This Plan supersedes the County's Affirmative Action Plan adopted on November 7, 1989 and revised for the years of 1990-1991. The Plan covers the traditional areas of affirmative action and equal employment found in previous plans and includes:

- Additional bases upon which discrimination is prohibited.
- Analyses of the county-employed workforce by gender within each protected ethnic group.
- A policy prohibiting sexual harassment.
- A reasonable accommodation policy in accordance with the Americans with Disabilities Act of 1990.¹
- The Board of Supervisors' recommendations for establishment of a Minority Women Business Enterprise Program.
- The County's discrimination complaint handling procedures.

This Plan also utilizes data derived from a new and more reliable Countywide Personnel System that was implemented in 1993. Based on more up to date personnel data rather than payroll information, the new system gathers a wider range of employment data and allows for more accurate data extracts.

¹ Specific issues related to utilization and employment of disabled persons are not covered in this Plan. The Diversity Programs Office anticipates preparing a separate plan focusing specifically on employment issues of disabled persons by Fall 1996.

II. PURPOSE

This, and preceding County Affirmative Action Plans were adopted because of the underrepresentation of women, minorities and disabled persons in the workforce employed by the County of Alameda. Whatever the cause or causes of such underrepresentation, the Board of Supervisors has stated that the County should take positive steps or "affirmative action" toward eliminating underrepresentation of protected group members throughout the county-employed workforce.

Through analysis of the County's past utilization levels and employment practices as well as through establishment of reasonable goals and protocols, this Plan is intended to ensure implementation of policies on affirmative action and equal employment opportunity. The Plan also serves as a management guide for administration of these programs. It sets forth goals and objectives and identifies major actions to facilitate their attainment.

Pursuant to the Board of Supervisors' policy, the ultimate long-term objective of this Plan is to achieve a County-employed workforce that matches the diverse make-up of Alameda County's labor force, with respect to protected groups, in all employment areas and at all job levels. The short-term goals established in part through Agency/Department plans are intended to provide a more functional approach toward attainment of the County's long-term employment goals. These short-term goals shall take into account the availability of persons from underrepresented protected groups who possess the required qualifications as well as factors such as actual projected position vacancies.

Past experience has shown that the County's equal employment goals can be attained without the use of "preferences" or "quotas." Accordingly, this Plan does not authorize or permit the giving of preferences in employment or promotions as a means of attaining the County's affirmative action employment goals, nor does the Plan authorize or permit the establishment of quotas for such purpose. Instead, the Plan incorporates positive steps to assure that persons from underrepresented groups are made aware of all County employment and promotional opportunities and that the capabilities and potential of such individuals are evaluated in a fair, impartial and non-discriminatory manner.

Furthermore, the actions required by this Plan do not restrict employment for non-protected group members. Rather, the intent of the actions are to ensure that all persons are provided an equal opportunity to compete for employment and promotions and to ensure that the County's Personnel Processes are administered in a manner that is fair to all.

III. PLAN OVERVIEW

This Plan accomplishes several functions which are organized into the following sections:

- **THREE-YEAR PLAN CYCLE**. This section outlines a new three-year cycle of countywide and agency/department studies intended to achieve the County policy on equal employment and affirmative action.
- **POLICY STATEMENTS**. This section provides the Alameda County Board of Supervisors' Policy on Equal Employment Opportunity and Affirmative Action which establishes the County's long-range employment goals for women, ethnic minorities and disabled persons. Additional County policies on accommodations for disabled persons, and sexual harassment are included in the appendices.
- **COUNTY ADMINISTRATOR'S DIRECTIVE**. This section incorporates a memorandum from the County Administrator to all Agency/Department Heads on implementation of the policies and goals set forth by the Board of Supervisors.
- **MAKING THE DISTINCTION BETWEEN AFFIRMATIVE ACTION, EEO & DIVERSITY**. This section provides some principles of affirmative action addresses the current debate regarding its continued existence. It also discusses the inter-relationship of affirmative action, equal opportunity, and diversity.
- **GOALS & OBJECTIVES**. This section sets forth specific long and short-term objectives to attain the County's equal employment and affirmative action goals.
- **RESPONSIBILITIES/TASKS**. This section assigns specific responsibilities to the County Administrator, Agency/Department Heads, and other staff, for administration and implementation of the Plan. It summarizes responsibilities for Agency/Departmental plans and "accomplishment reports," which shall analyze and evaluate the utilization and employment practices within each County agency/department and fulfillment of short-term goals.
- **PAST & CURRENT AFFIRMATIVE ACTION EFFORTS**. This section outlines the trainings, programs, and other efforts that have been implemented in support of the county's program for affirmative action.
- **UTILIZATION ANALYSIS**. This section presents an in-depth look at the County-employed workforce as it compares to the available labor supply in Alameda County. It analyzes the County-employed workforce for calendar years 1993, 1994 and 1995 in its entirety and in eight federally-defined (EEOC) job categories. This section also identifies areas where under or overrepresentation of protected groups has occurred.

- **EMPLOYMENT PRACTICES.** This section reports county-wide employment practice statistics with respect to hiring, terminations, promotions, etc. This section analyzes data for calendar years 1993, 1994 and 1995 and identifies areas where under or overrepresentation of protected groups has occurred within the County-employed workforce as a whole. Employment practices by agency/department is available in a Appendix 2.

- **APPENDICES.** This section contains: (1) references to constitutional and statutory provisions on equal employment and affirmative action; (2) agency/department employment practice data; (3) County policies on sexual harassment and reasonable accommodations; (4) County discrimination complaint procedures; (5) information on the Minority/Women Business Enterprise Program; (6) rosters of Agency/Department Heads, Affirmative Action Coordinators, and ADA Coordinators; and (7) a glossary of terms.

IV. THREE-YEAR PLAN CYCLE

This Plan shall remain in effect for three years following adoption. In the first year subsequent to adoption of the countywide Plan, 1997, each Agency/Department shall prepare a supplemental affirmative action plan ("Agency/Department Plan") that addresses department-specific short-term goals. One year after the Agency/Department Plan, 1998, each agency/department shall produce an "Accomplishment Report," which evaluates how well that agency/department's short-term goals have been met. Both the Agency/Department Plan and the Accomplishment Report shall be reviewed and approved by the Diversity Programs Manager of the County Administrator's Office. Together, the countywide Plan, Agency/Department Plans, and the Accomplishment Reports constitute one three-year cycle.

One year after the Accomplishment Report, the cycle starts again with another comprehensive, countywide Plan. The following chart depicts two three-year cycles for the countywide Affirmative Action Plan, Agency/Department Plans, and Accomplishment Reports.

[Figure 1]

**County of Alameda
Affirmative Action Program 3-Year Cycle**

	1996	1997	1998	1999	2000	2001
County-Wide AA Plan						
Agency/Department Plans						
Agency/Department Accomplishment Reports						

Policy Statements

- County of Alameda Equal Employment Opportunity and Affirmative Action Policy (approved May 7, 1996)
- Resolution No. R-95-709, Declaring Support for Affirmative Action Programs (adopted May 16, 1995)

REVISED

COUNTY OF ALAMEDA

EQUAL EMPLOYMENT OPPORTUNITY AND
AFFIRMATIVE ACTION POLICY

The County of Alameda is committed to equal employment opportunity and a program of affirmative action.

It is the policy of the Alameda County Board of Supervisors to afford equal employment opportunity in employment to all persons without discrimination on the basis of race, sex, age (over 40), religion, national origin, color, ethnicity, disability (mental or physical), political affiliation, sexual orientation, marital status, medical condition, or the conditions of Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Complex (ARC).

In compliance with Alameda County Board of Supervisors Resolution No. R-95-709, the County of Alameda is committed to a strong program of affirmative action to remove barriers that have operated in the past to preclude employment opportunities to certain groups who have experienced discriminatory practices, and to increase the utilization of the skills and talents of minorities, women and disabled persons.

Furthermore, it is the policy of the Board of Supervisors that the County will continue to take affirmative actions to:

1. Attain a workforce in all County Agencies/Departments that includes a representation of minorities, women and disabled persons, in all employment areas and job levels, which approximates the ratio of these groups in the Alameda County workforce.
2. Remove all non-related job barriers to employment and promotion of minorities, women and disabled persons.

These goals cannot be attained by the mere prohibition of discriminatory employment practices. Continuing affirmative action must be taken as necessary to assure that minorities, women and disabled persons are provided the maximum possible opportunity to attain employment in all job categories where they are underrepresented and to ultimately attain a County workforce whose makeup for those groups approximates the composition of the available workforce in Alameda County.

The County Administrator shall be accountable for development and implementation of the County-wide Affirmative Action Program and Plan as necessary to effectively carry out this policy and attain its objectives for providing periodic updates to the Board of Supervisors.

It shall be the responsibility of all Agency/Department Heads to carry out the intent of the Affirmative Action Plan. All employees will be responsible for ensuring that the County of Alameda maintains a discrimination-free work environment.

Additionally, while not a traditional affirmative action issue, the County of Alameda will recruit and employ bilingual, bi-cultural persons in order to provide needed services to our non-English speaking communities.

Revised: April 29, 1996

ALAMEDA COUNTY BOARD OF SUPERVISORS

** MINUTE ORDER **

The following is action taken by the Board of Supervisors on May 7, 1996

Approved as Recommended ☒ Other ☐

(NOTE: Board will receive and award contract on April 9, 1996, as March 26, 1996 was a canceled meeting.)

Unanimous ☒ Campbell _____ Carson _____ Chan _____ King _____ Steele _____
Vote Key: A=Yes; N=No; AB=Abstain; X=Excused

Documents accompanying this matter:

- ☐ Resolution(s) _____
☐ Ordinance(s) _____
☐ Contract(s) _____

File No. 10172
Item No. 8

Copies sent to:

EEO



Special Notes:

I certify that the foregoing is a correct copy of a Minute Order adopted by the Board of Supervisors, Alameda County, State of California.

ATTEST:

DARLENE J. BLOOM, Acting Clerk of the Board of Supervisors

By: [Signature]
Deputy

Resolution No. R-95-709

Declaring Support for Affirmative Action Programs

WHEREAS, affirmative action has long been recognized as an appropriate mechanism for improving employment and other opportunities, beginning with veteran preference points in public employment, later applied to people of color and women in order to redress the effects of historical and institutional racism and sexism, and finally extended to people with disabilities and to lesbians and gay men; and

WHEREAS, although affirmative action programs are designed to provide academic and economic opportunities historically denied to people of color and women, institutional racism and sexism still provides barriers to the intent of affirmative action from being achieved; and

WHEREAS, affirmative action is a remedy to address the lack of equal opportunities to access in economic and academic fields, it was never the intent of affirmative action to act as a substitute for qualifications; and

WHEREAS, state legislation and a pending state ballot initiative propose to eliminate all race- and gender-based affirmative action programs in public education, public employment, and public contracting, and there are proposals at the federal level to reduce or eliminate similar affirmative action programs, threatening what progress our state has made toward equal opportunities for people of color and women;

NOW, THEREFORE, BE IT RESOLVED, that this Board of Supervisors, County of Alameda, State of California, does hereby confirm its support of affirmative action as a mechanism for redressing institutional racism and sexism, and

BE IT FURTHER RESOLVED, that this Board of Supervisors, County of Alameda, State of California, opposes all attempts to eliminate affirmative action programs, including legislation in the State Senate (ACA 2, AB 211, AB 384), the pending state ballot initiative, and federal proposals to reduce or eliminate affirmative action.

THE FOREGOING was PASSED and ADOPTED by the following vote of the Alameda County Board of Supervisors this 16th day of May, 1995, to wit:

AYES: Supervisors Carson, Chan, and President Steele - 3

NOS: None

EXCUSED: Supervisors Campbell and King - 2

Gail Steele
PRESIDENT, BOARD OF SUPERVISORS

ATTEST:

Darlene J. Bloom, Acting Clerk
Board of Supervisors

By: Rosalinda K. Caballero
Deputy

File: 8837

Agenda No: 32

Document No: Reso #R-95-709



I certify that the foregoing is a correct copy of a Resolution adopted by the Board of Supervisors, Alameda County, State of California.

DARLENE J. BLOOM, Acting Clerk of the Board of Supervisors

By: Rosalinda K. Caballero
Deputy

Page No. 2

CAO Directive



COUNTY ADMINISTRATOR

SUSAN S. MURANISHI
COUNTY ADMINISTRATOR

VI. CAO DIRECTIVE

The Board of Supervisors' Policy on Equal Employment Opportunity ("EEO") and Affirmative Action ("AA") prohibits discrimination in employment in any form and establishes the Board's EEO/AA objectives.

The policy establishes as a goal the attainment of a county-employed workforce whose representation of women, minorities, and disabled persons approximates the ratio of these groups in the available workforce in all of the County's employment areas and job levels. In addition, it states that the County shall continue to remove all non-job related barriers to employment and career advancement. The County AA Plan sets forth the actions to be taken to effectively implement the Board's EEO/AA Policy and assigns responsibility for their accomplishment.

I expect each Agency/Department Head to personally assure that all actions mandated by the AA Plan applicable to their organizations are accomplished in accordance with the established timetables. This includes the development and effective implementation of departmental plans and accomplishment reports.

I hold each Agency/Department Head accountable for their effectiveness in carrying out the Board of Supervisors' EEO/AA Policy. I expect each Agency/Department Head to include appropriate Equal Opportunity Employment goals in the management objectives established for their agency/department.

Each Agency/Department Head shall appoint an AA Coordinator to provide the staff guidance and coordination necessary to effectively carry out the EEO responsibilities applicable to his/her organization. The AA Coordinator shall be a person in a top management position who reports directly to the Agency/Department Head regarding Equal Opportunity requirements and issues.

The adequacy of the Equal Opportunity Employment objectives established by individual Agency/Department Heads and the degree of progress made toward their attainment will be important elements in evaluating their commitment to the Board's EEO/AA Policy and the Agency/Department overall management effectiveness.

Thank you.

Susan S. Muranishi
COUNTY ADMINISTRATOR

Making the Distinctions

- Affirmative Action
 - EEO
 - Diversity

VII. MAKING THE DISTINCTION BETWEEN AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, AND DIVERSITY

This section of the Plan is intended to provide just some of the context in which the principles of affirmative action, equal employment and diversity were developed. A chart that summarizes key components of these policies is included at the end of this section.

The concept of affirmative action, where historic and institutional discrimination are systematically redressed, has had a long history in this country. Some would say that the first instances of affirmative action took place after the Civil War when slavery was constitutionally abolished and basic rights were conferred upon freed slaves.² Declarations of equality alone, however, have rarely been sufficient. The phrase "affirmative action" itself emerged in 1961 when the administration under John F. Kennedy ordered federal contractors to take "positive steps" toward a racially integrated and representative workforce.

Despite its history, affirmative action has recently been under attack and the subject of partisan debate. Opponents of affirmative action argue that laws should not express preferences of any kind. This unfortunate argument over-simplifies the issues because it wrongly assumes that: (1) our society is colorblind; (2) that women and minority groups are on equal footing with men and white counterparts; and (3) that "reverse discrimination" flourishes under affirmative action.

Many authorities state otherwise. For example, white women in this country just three years ago still made only 70.8 percent of what the median white male earned. The percentage of earnings are even smaller for minority women.³ Senior managers in Fortune 500 companies are still 95 percent male and 97 percent white.⁴ This Plan shows that while the County of Alameda, as an employer, better reflects the diversity of the available labor force, it has not achieved parity for all protected groups at all levels, even with affirmative action programs.

In response to the attacks, the Alameda County Board of Supervisors passed and adopted Resolution #R-95-709, entitled *Declaring Support for Affirmative Action Programs*, on May 16, 1995. In so doing, the Board resolved that it supports

² "Affirmative Action: A Policy Paper"; Willie L. Brown, Jr., Speaker, California Assembly; April 1995.

³ 63.7 percent for Black women and 53.9 percent for Hispanic women. Source: National Committee on Pay Equity; taken from "Affirmative Action on the Edge," U.S. News & World Report, February 13, 1995, pp. 32-47.

⁴ Source: Federal Glass Ceiling Commission, a bipartisan panel created by Congress in 1991. David Tuller, "True Colors," S.F. Chronicle, March 3, 1996.

affirmative action programs and opposes all attempts to eliminate them. In addition, the Board of Supervisors unanimously approved a new equal employment opportunity and affirmative action policy on May 7th of this year. Both of these items are included in the policy section of this Plan. The directive of the County Administrator, also included in this Plan, confirms these policies and commits the County to a framework for implementation of their goals.

In March 1993, the Board of Supervisors adopted its Diversity Program to enrich and strengthen the County's equal employment and affirmative action programs.⁵ The objective of the Diversity Program is to create a positive environment where all employees can reach their full potential.

The Diversity Program is not intended to replace equal opportunity and/or affirmative action. Rather, it assumes that because of equal opportunity and affirmative action, the county-employed workforce consists of people with diverse experience, background and thought. The program capitalizes on this diversity by promoting an organization in which: (1) groups as well as individuals are appreciated for their differences; (2) heritages and cultures of many different groups are understood and respected; (3) the uniqueness of each individual is valued. The Diversity Program asks individuals to reach beyond their own experiences to appreciate and work effectively with people who are different from themselves. To date, Diversity Program efforts include:

- Revision of the County Mission and Credo statement to incorporate the term "Diversity".
- A three-day "Diversity Leadership and Planning" conference attended by all agency/department heads and/or their designee.
- Training and certification of 43 employees, including agency/department heads, managers and supervisors, as diversity trainer/facilitators.
- One-day awareness training programs entitled "Diversity: Our Framework for Excellence" for 3,500 employees from twelve agencies/departments.
- A diversity Newsletter was distributed to all County employees.
- Formation of Diversity Councils in ten agencies/departments to address agency/department-specific issues and concerns.

⁵ The program was based on the Countywide Diversity Policy Statement, adopted by the Board of Supervisors on December 14, 1993.

- A Diversity Lapel Pin contest was held and pins are now available for order by all County agencies/departments and employees.
- Formation of a Diversity Strategic Planning Team to contribute to ongoing efforts.

By supporting and defending affirmative action and the ultimate goals of equal opportunity and diversity, the County of Alameda follows the principle that "affirmative action, properly implemented ... is not about employing unqualified people. It's about opening up the doors to all."⁶ The County also acknowledges through the Diversity Program that the workplace is where different groups and cultures must come together. Therefore, we can only strengthen the County by recognizing, appreciating, and channeling these diverse talents and experiences.⁷

⁶ Source: The California Business Roundtable, a group that includes the heads of California companies like Bank of America, Chevron, and Levi Strauss. David Tuller, "True Colors," S.F. Chronicle, March 3, 1996. "Diversity: Our Framework For Excellence"; Alameda County Diversity Program; June 1995.

⁷ Alameda County Diversity Program Policy Statement.

MAKING THE DISTINCTION

EEO	AA	Valuing Differences and Managing Diversity
<ul style="list-style-type: none"> ■ government mandated for those businesses which have Federal Contracts ■ equal opportunity for hire, promotion and all terms and conditions of employment ■ open the doors 	<ul style="list-style-type: none"> ■ government mandated for those businesses which have Federal contracts ■ plan which articulates an employer's "good faith efforts" to create parity between availability and the actual representation of protected classes (those under-represented in the employer's workforce) 	<ul style="list-style-type: none"> ■ Creation of a work environment which is healthy, positive and productive for all employees, where everyone is included and no one's talents are ignored or wasted <ul style="list-style-type: none"> ▸ employer of choice ▸ excellent in the marketplace ▸ leader and role model ■ voluntary <ul style="list-style-type: none"> ▸ good business ▸ good sense ▸ adhere to our values and ethics ■ provides a competitive edge and advantage

Goals & Objectives

VIII. AFFIRMATIVE ACTION/EQUAL EMPLOYMENT GOALS & OBJECTIVES

A. LONG-TERM GOALS

The affirmative action/equal employment policy set forth by the Board of Supervisors (see Policy Statements section) can be broken down into these long-term goals:

- Parity representation of women, minority groups, and disabled persons in the overall county-employed workforce.
- Parity representation of women, minority groups, and disabled persons in each EEOC job category in the overall county-employed workforce.
- Parity representation of women, minority groups, and disabled persons in each Agency/Department workforce.
- Parity representation of women, minority groups, and disabled persons in each EEOC job category within each Agency/Department workforce.

Considerable progress towards parity has been made since the initial adoption of the County Affirmative Action Plan in 1976. Almost all groups made employment gains in job categories where they have been historically underrepresented. Thus, for some groups and certain job categories, parity can realistically be achieved within the next three to five years.

However, the attainment of parity in other areas is made more difficult by limited numbers of some groups in particular job categories in the available labor force. For example, while Hispanics make up 13 percent of the available labor force, they make up only 5.58 percent of those in "Professional Specialty Occupations."⁸ Consequently, this Plan provides for establishment of short-term employment goals (below) that may be more practical where available labor is limited.

B. SHORT-TERM GOALS FOR AGENCY/DEPARTMENT PLANS AND ACCOMPLISHMENT REPORTS

The short-term goals of this Plan recognize that availability of some protected group members may be limited in particular job categories. Where this exists, the short-term goals outlined in this section provide a benchmark toward achieving the County's ultimate long-term goals.

- Representation of women, minority groups, and disabled persons throughout each Agency/Department workforce shall be at least 75 percent of parity.

⁸ Source: ABAG Regional Data Center; 1990 Census of Population and Housing, Equal Employment Opportunity (EEO) File, Summary Occupational Groups; September 26, 1992.

- Representation of women, minority groups, and disabled persons in each EEOC job category within each Agency/Department workforce shall be at least 75% of parity.
- In areas where 75 percent of parity has already been achieved, absolute parity shall be the goal.

Several factors can exist that may cause Agencies/Departments to set lower short-term goals in their plans. First, projections for positions to be filled may prevent significant changes in the agency/department's workforce profile. These projected positions depend on personnel turnover, layoffs, lateral transfers, new openings, and retirements. Anticipated financial changes, budget projections, and organizational changes may also prevent achievement of 75% parity. Lastly, the degree of under-utilization for a particular group or within a certain job category may be such that achieving 75 percent of parity is unrealistic. Agency/Department Plans shall address any of these factors when setting short-term goals below 75 percent of parity.

C. AGENCY/DEPARTMENT AFFIRMATIVE ACTION PLANS & ACCOMPLISHMENT REPORTS

Detailed short-term affirmative action goals for each agency/department shall be set forth in the Agency/Department Plan one year after adoption of the countywide Plan. Achievement of these short-term goals will be evaluated the following year in the Agency/Department Accomplishment Report. For uniformity, the Diversity Programs Office will develop and provide to Agency/Departments written guidelines for development of their plans and Accomplishment Reports.

In general, the Agency/Department Plans shall include:

1. A utilization analysis of the Agency/Department's workforce and employment practices, identifying existing deficiencies in the representation of women, minorities and disabled persons.
2. Establishment of short-term employment goals and steps specific to the agency/department to increase the representation of women, minorities and disabled persons in EEOC categories and classifications where these groups are underrepresented.

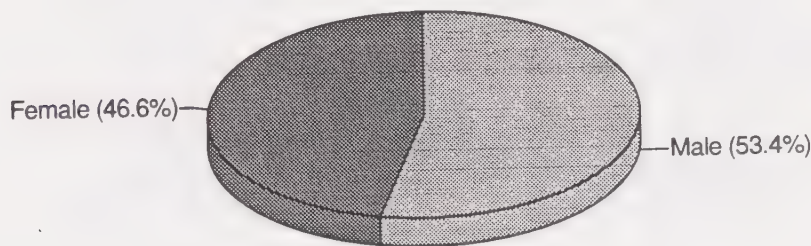
The Agency/Department Plan and Accomplishment Report are intended to assist the individual agencies and departments achieve their affirmative action goals. The next county-wide Plan will analyze and evaluate the entire county-employed workforce by aggregating Agency/Department studies.

D. PARITY OBJECTIVES--1990 CENSUS

As previously stated, the County of Alameda has established the goal of attaining of a workforce whose representation of women and minorities, in all departments and at all job levels, reflects the representation of those groups in the available labor force of Alameda County. Therefore, the actual representation of those protected groups in the labor force is the objective for parity comparisons. The last county-wide plan based its parity objectives on the 1980 Census. This Plan's parity objectives are based on available labor force figures from the more recent 1990 Census data for Alameda County.⁹ These figures are discussed below.

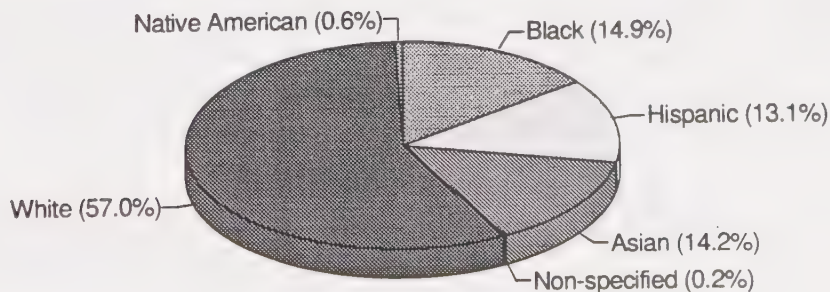
GENDER. The gender composition of the available workforce changed between the 1980 Census and the 1990 Census. More women made up the available workforce in 1990 than in 1980. In 1980, women were 43.1 percent of the workforce. In 1990, women were 46.6 percent of the available workforce.

[Figure 2] Available Labor Force by Gender
1990 Census



ETHNICITY. The ethnic composition of the workforce in Alameda County also changed between the 1980 Census and 1990 Census. This pie chart shows the ethnic composition of the available labor force according to the 1990 census.

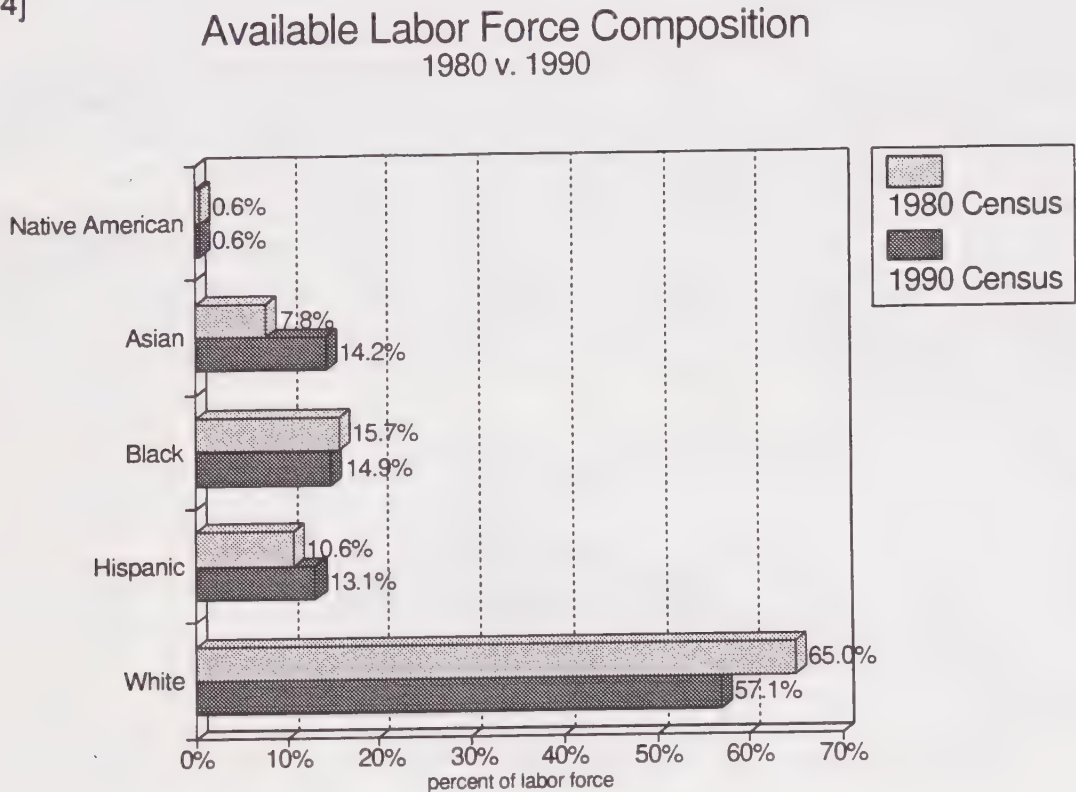
[Figure 3] Available Labor Force by Ethnicity
1990 Census



⁹ ABAG Regional Data Center, Association of Bay Area Regional Governments; 1990 Census of Population and Housing, Equal Employment Opportunity (EEO) File, Civilian Labor Force by Sex by Hispanic Origin and Race; 9/28/92.

The following chart compares the ethnic representation from the 1980 census to the 1990 census to demonstrate how the available labor force has changed in Alameda County.

[Figure 4]



Decreased Representation

The percentage of Whites in the labor force dropped from 65 percent in 1980 to 57.1 percent in 1990. The percentage of Blacks in the labor force also declined. The decrease was from 15.7 percent in 1980 to 14.9 percent in 1990.

Increased Representation

The percentages for both Asians and Hispanics in the labor force increased between 1980 and 1990. The Asian labor force grew the most, increasing from 7.8 percent to 14.2 percent. The representation of Hispanics in the labor force grew from the 1980 level of 10.6 percent to the 13.1 percent in 1990.

No Change in Representation

The percentage of Native Americans in the labor force stayed the same at .6 percent. The percentage of workers whose ethnicities are unknown or non-specified also remained unchanged at .2 percent.

ETHNICITY/GENDER. Analysis of the county-employed workforce composition by ethnicity and gender is new for this Plan. This analysis will allow the County to identify whether any underrepresentation is occurring for a specific gender in a protected minority group, e.g., whether Hispanic women are better represented than their male counterparts, or how Black males are specifically represented within the county-employed workforce. The following table, also based on data from the 1990 Census, indicates the parity objectives for ethnic/gender representation:

[Table 5]

Available Labor Force by Ethnicity/Gender
1990 Census

White Male	30.9
White Female	26.2
Black Male	7.2
Black Female	7.7
Asian Male	7.4
Asian Female	6.8
Hispanic Male	7.5
Hispanic Female	5.5
Native American Male	0.3
Native American Female	0.3 ¹⁰

¹⁰ The total of these figures is less than 100% due to rounding to the nearest tenth of a percent.

Responsibilities

- County Administrator
- Diversity Programs Manager
- Agency/Department Heads
- Affirmative Action Coordinators
- Personnel Department

IX. RESPONSIBILITIES

- A. The **COUNTY ADMINISTRATOR** is responsible for ensuring that the County's policy of equal employment opportunity and affirmative action is effectively implemented through the affirmative action program set forth herein. The County Administrator shall delegate the administration and coordination of the program to the County Diversity Programs Manager.
- B. The **DIVERSITY PROGRAMS MANAGER** shall be responsible for:
1. Advising the County Administrator, Board of Supervisors, Agency/Department Heads, Agency/Department Affirmative Action Coordinators, and related advisory groups with respect to the County's EEO/AA obligations under State and Federal laws and regulations.
 2. Producing the County's Affirmative Action Plan every three years.
 3. Reviewing, approving, and developing guidelines for Agency/Departmental affirmative action plans and accomplishment reports.
 4. Interpreting the Affirmative Action Plan to employees, other governmental agencies, and the public. Maintaining contact with community organizations concerned with County's affirmative action and equal employment activities, keeping them informed of the status of the program and enlisting their supportive actions essential to its success.
 5. Serving as liaison between the County of Alameda and State and Federal compliance agencies as well as the public in the area of equal opportunity/affirmative action;
 6. Convening and directing the activities of the Affirmative Action Coordinators.
 7. Coordinating the processing of individual discrimination complaints received from State or Federal agencies.
 8. Reviewing appeals of certain complaints alleging discrimination as provided by Article 2-18 of the County Administrative Code.
 9. Conciliating discrimination complaints upon request by a complainant or the complainant's representative and the responding County Agency/Department.
 10. Providing technical assistance and training to Agencies/Departments and, on occasion, outside agencies within the County.

11. Coordinating in-depth equal employment opportunity investigations of Agency/Department policies, procedures and practices.

C. Each AGENCY/DEPARTMENT HEAD shall be responsible for insuring that the County's policy on equal opportunity and affirmative action is implemented in his/her Agency/Department through its own affirmative action plan and accomplishment report. Specifically, he/she shall be responsible for:

1. Producing an Agency/Departmental affirmative action plan one year after adoption of the countywide Plan and producing an Agency/Departmental accomplishment report one year after adoption of the Agency/Department plan (two years after adoption of the county-wide Plan).
 - a. Aggressively pursuing implementation of the Plan and attainment of the goals and objectives relevant to his/her Agency/Department.
 - b. Establishing specific, appropriate goals within the management objectives established for his/her department. The adequacy of these goals and the degree of the progress made toward their attainment shall be a major element considered by the County Administrator in evaluating his/her commitment to the Board's affirmative action/equal employment policies and his/her overall effectiveness as Agency/Director.
 - c. Insuring that the provisions of the Agency/Departmental plan are communicated and implemented throughout his/her Agency/Department.
2. Assisting the Diversity Programs Manager in the implementation of County-wide affirmative actions.
3. Maintaining communication with the Diversity Programs Manager regarding equal opportunity/affirmative action in such matters as quarterly reports of new hires, promotions, and terminations by gender and ethnicity, and investigation and resolution, when feasible, of discrimination complaints against the Agency/Department.
4. Appointing an Affirmative Action Coordinator who reports directly to him/her.

D. The AFFIRMATIVE ACTION COORDINATOR for each Agency/Department shall be responsible for:

1. Development of an Agency/Departmental affirmative action plan incorporating the elements and/or appropriate tasks outlined by Diversity Program Office guidelines.

2. Review the Personnel Data Reports pertaining to their Agency/Department provided by the Personnel Summary Report.
3. Determine deficiencies in the representation of women, minorities and disabled persons.
4. Determine in cooperation with Personnel, positions projected to be filled during the coming two years by job classification and EEOC category.
5. Establish in cooperation with Agency/Department Head, hiring goals for protected group members based on the analysis of existing deficiencies, projection of positions to be filled during the period, and availability within the county-employed workforce and area labor pool of qualified persons from underrepresented protected groups.
6. Review the hiring goals established in Item #5 above and modify them as dictated by significant changes in the agency/department employment situation (progress additions, reductions, etc.) Inform Diversity Programs Manager of any changes made in the goals and the reason for the revision.
7. Make a special affirmative effort when filling positions on an "as-needed" basis in employment areas where underrepresentation of protected groups exists, to fill such positions with persons from such groups.
8. Keep the Diversity Programs Manager informed of professional organizations helpful in reaching and recruiting members of underrepresented groups.
9. Identify positions that should be filled by persons with specified bilingual skills to ensure the same level of service is provided to non-English speaking persons as to the public at large.
10. Accomplish a survey of the Agency/Department workforce in accordance with the guidelines provided by the County's Americans With Disabilities Act (ADA) Coordinator to identify those who should be classified as disabled employees.
11. Identify, in cooperation with the ADA Coordinator, changes needed in buildings for which the Agency/Department has the responsibility to assure disabled persons have physical access to the services provided.
12. Maintain an on-going record of recommendations made by managers to suspend, discharge, demote or release employees during the probationary period. Identify those members of protected groups. Prepare an annual analysis as of December 31, of each year of the data and determine if the disciplinary recommendations have resulted in "adverse impact" on any particular group.

Inform the agency/department head of the findings. Upon request, provide findings to the Diversity Programs Manager.

13. Meet on a quarterly basis with the agency/department managers to discuss the status of the AA Program including problem areas and actions taken for resolution.
14. Keep the Agency/Department head informed of all significant action taken or projected to enhance attainment of the Agency/Department AA goals.
15. Submit a quarterly report to the Diversity Programs Manager, consisting of complaints received/resolved.
16. Provide a copy of the Agency/Department Plan to all managers and ensure it is made available to all other employees.

E. The PERSONNEL DEPARTMENT shall be responsible for:

1. Actions taken in regard to countywide recruitment, selection, position classification, and training.
2. Partnering with the Diversity Programs office in order to successfully implement the objectives of the County Affirmative Action Plan.
3. Maximizing opportunities for employment and career progression to members of all protected groups.

Past & Current Efforts

X. PAST AND CURRENT EFFORTS SUPPORTING AFFIRMATIVE ACTION

Since the 1985-87 Alameda County Affirmative Action Plan, the County has made significant gains in increasing the representation of minorities, women and disabled persons where they traditionally have been underrepresented. These gains may be attributed to the following efforts to make EEO/AA a reality in all areas of County government.

1. The Alameda County Board of Supervisors passed and adopted Resolution #R-95-709, entitled "Declaring Support for Affirmative Action Programs", on May 16, 1995.
2. The following EEO policy statements were revised and adopted by the Board of Supervisors and distributed to all employees in May, 1996:
 - a. Equal Employment Opportunity/Affirmative Action Policy
 - b. Sexual Harassment Policy
 - c. Reasonable Accommodation Policy
3. Establishment of the Alameda County Diversity Program. Implementation of the Countywide Diversity Training Program is on-going. To date, over 3,500 employees have been trained in the one-day awareness training entitled "Diversity: A Framework for Excellence/Valuing Differences".
4. Over forty-two (42) employees consisting of agency/department heads and other designated top managers have been certified as Diversity facilitators/trainers.
5. Disability Awareness/Accessibility Training sessions for approximately 600 supervisors/managers were held in 1994.
6. Adoption of countywide Minority/Women Business Enterprise ("M/WBE") Program.
7. Establishment of a M/WBE Oversight Committee consisting of County staff and selected M/WBE contractors from the Alameda County community.
8. Training for Agency/Department Heads to prevent sexual harassment.
9. Training of all Agency/Department Affirmative Action Coordinators in the areas of:
 - a. Sexual Harassment
 - b. Affirmative Action Planning
 - c. Americans with Disabilities Act (ADA) Training
 - d. Cultural Diversity Training
 - e. Complaint Handling by Department of Fair Employment and Housing ("DFEH")

10. Establishment of a Disability Task Force as well as Reasonable Accommodation Procedures for Agency/Departments.
11. Reasonable Accommodations, job modifications and job restructuring are continually provided to disabled applicants and employees.
12. Adaptation of the Board of Supervisors chambers to accommodate the hearing impaired.
13. Adaption of the Courts, making them accessible to the hearing-impaired.

Utilization Analysis

Profiling the County-Employed Workforce

XI. UTILIZATION ANALYSIS: PROFILING THE COUNTY-EMPLOYED WORKFORCE

A. INTRODUCTION

This section of the Plan examines how the county-employed workforce, with respect to women and minorities, compares to the available labor force of Alameda County. The comparisons focus on three consecutive years since the last Plan, 1993, 1994, and 1995. Employment levels for those years were determined by averaging the end-of-quarter employment levels in each year. The purpose of the analysis is to highlight for agency/department heads and other managers the areas where attention is needed to further assist the County in the attainment of EEO goals.

Overall comparisons in this section look at the total numbers or participation of each protected group throughout the county-employed workforce. Overall figures for each year can be found in Tables 6 through 8. A bar graph that illustrates how the county-employed workforce compared to the available labor force accompanies each of these tables (See Figures 6.1 through 8.1). In these graphs, parity would be where the bar representing county-employed workforce is the same height as the bar representing available labor.

Job category comparisons examine the representation of each protected group within the eight EEOC-defined job classifications. These figures are found in Table 9 through Table 16. The job classifications are:

1. Officials-Administrators: positions such as department heads, division chiefs, directors, deputy directors, etc. Employees in this category set broad policies and exercise overall responsibility for execution of those policies. (See Tables 9A-9C; Figure 9.1)
2. Professionals: positions such as doctors, psychologists, registered nurses, social workers, systems analysts, engineers, accountants, lawyers, etc. These positions require state certification and/or specialized and theoretical knowledge which is usually acquired through college training or through work experience providing comparable knowledge. (See Tables 10A-10C; Figure 10.1)
3. Technicians: positions such as computer programmers and operators, civil engineer technicians, public works inspectors, x-ray technicians, welfare eligibility technicians, etc. These positions require a combination of basic technical or scientific knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. (See Tables 11A-11C; Figure 11.1)

XI. UTILIZATION ANALYSIS (cont.)

4. Protective Service: positions such as deputy sheriffs, bailiffs, correctional officers, marshals, investigators, fire fighters, group counselors, etc. These employees are entrusted with public safety, security, and protection from destructive forces. (See Tables 12A-12C; Figure 12.1)
5. Paraprofessionals: positions such as accounting technicians, engineering aides, public works aides, nursing assistants, sanitarian trainees, laboratory helpers, administrative interns, etc. Employees in these positions perform some of the duties of professional or technician in a supportive role which usually requires less formal training and/or experience. (See Tables 13A-13C; Figure 13.1)
6. Office/Clerical: positions such as dispatchers, Clerk II's, Payroll Records Clerks, secretaries, Account Clerk II's, stenographers, etc. These administrative positions require internal and external communication, recording and retrieval of data and/or information, and other paper work required in an office. (See Tables 14A-14C; Figure 14.1)
7. Skilled Craft: positions such as painters, heavy equipment operators, truck drivers, cooks, carpenters, auto mechanics, etc. These jobs require special manual skill and comprehensive knowledge of the processes involved in the work which is acquired through apprenticeship or on-the-job training. (See Tables 15A-15C; Figure 15.1)
8. Service Maintenance: positions such as food service employees, housekeeping workers, janitors, grounds workers, laundry workers, etc. These employees perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public and upkeep of buildings and facilities. (See Tables 16A-16C; Figure 16.1)

Each job category table is followed by a graph that illustrates county utilization against the available labor pool (See Figures 9.1 through 16.1). County utilization is represented each year by one line while available labor is represented by bars. Parity would be where a line marker is at the same height as the top of the bar for a particular group.

XI. UTILIZATION ANALYSIS (cont.)

B. WOMEN

1. Overall

The 1990 Census indicates that women make up 46.6 percent of the available labor force. In 1993, women made up 62.8 percent of the entire county-employed workforce [Table 6]. This figure rose to 63 percent in 1994 [Table 7] and dropped to 62.6 percent in 1995 [Table 8]. At first glance, it appears that women are well above parity within the county-employed workforce.

2. Job Categories

In the highest job category, Officials-Administrators, women remain underrepresented [Tables 9A - 9C]. In 1993, women in the Officials-Administrators category were 5.4 percent below parity. With 396 people in this category, this meant that there were 22 too few women. In 1994, the disparity grew slightly to 5.5 percent. In 1995, the disparity dropped 1.2 percent to 4.3 percent, or 17 too few women.

Other categories where women are underrepresented are: (1) Protective Service [Tables 12A - 12C]; (2) Skilled Craft [Tables 15A - 15C]; and (3) Service-Maintenance [Tables 16A - 16C]. In Protective Service, there were between 1,236 and 1,342 individuals employed by the County between 1993 and 1995. During that period, the percentage of women in this category went from 23.5 percent to 24.2 percent. Despite the increase in female representation, there was still a disparity of 22.4 percent, or 300 too few women in this category.

Women make up the underrepresentation discussed above in these categories: (1) Professionals [Tables 10A - 10C]; (2) Technicians [Tables 11A - 11C]; (3) Para-professionals [Tables 13A - 13C]; and (4) Office-Clerical [Tables 14A - 14C]. For example, in all three years women constituted over 86 percent of the Office-Clerical category, representing about one thousand women above parity.

SUMMARY

The figures for women present familiar patterns. That is, that barriers in the work place to the highest job categories also exist within the county-employed workforce. Despite high overall workforce representation, women are still underrepresented in the Officials-Administrators category. Also, women are still most often found in traditional or "pink collar" jobs with lower pay scales (e.g., Office-Clerical, Para-professionals). With respect to women, the County should continue active recruiting, retention, and promotion in categories where underrepresentation occurs.

XI. UTILIZATION ANALYSIS (cont.)

C. HISPANIC

1. Overall

The 1990 Census indicates that Hispanics constitute about 13 percent of the available labor force. Despite a 2.5 percent growth in representation since 1980, Hispanic representation in the overall county-employed workforce has been around 10 percent. The 3 percent disparity is the same as it was in the last Plan. However, the new gender/ethnic data shows that Hispanic women are slightly overrepresented (1.1 to 1.2% above parity) while Hispanic men are underrepresented (between 4.1% and 4.3% below parity) overall.

2. Job Categories

Both Hispanic males and females are underrepresented in the Officials-Administrators category [Table 9A - 9C]. There has been a decrease, however, in underrepresentation from 8.5 percent in 1993 to 7.2 percent in 1995. This improvement has affected both Hispanic males and females.

Professionals is another job category where both Hispanic women and men are underrepresented [Table 10A - 10C]. As with Officials-Administrators, the disparity for women is somewhat less than it is for men. However, the underrepresentation has remained nearly unchanged from 1993 to 1995. Overall, the level of Hispanic professionals employed by the County is about 7 percent lower than parity (about 5% for men and 2% for women).

Hispanics are close to parity in the Technicians category, being slightly overrepresented [Table 11A - 11C]. However, this is completely attributable to the employment of Hispanic women. In all three years, the overrepresentation of Hispanic females (4.3% to 4.6%) just offsets the underrepresentation of Hispanic males (3.9% to 4.1%).

A similar pattern exists in the Para-professional [Table 13A - 13C] and Office-Clerical [Table 14A - 14C] categories where near-parity statistics are due to over-utilization of Hispanic women. For example, Hispanics para-professionals were .3 percent over parity in 1995 because women were 4.9 percent over-utilized and men 4.6 percent under-utilized.

The representation of Hispanics is also near parity in the Service-Maintenance category [Tables 16A - 16C]. Unlike the categories discussed in the paragraph above, however, it is the slight over-utilization of Hispanic males that offsets the under-utilization of Hispanic females.

Both Hispanic males and females are underrepresented in two categories: (1) Protective Service [Table 12A - 12C]; and (2) Skilled Craft [Table 15A -

XI. UTILIZATION ANALYSIS (cont.)

15C]. In Protective Service, under-utilization ranged from 5.8 percent (1993) to 6.2 percent (1994) to 5.5 percent (1995), with the underrepresentation of Hispanic women being higher than that of Hispanic men. In the Skilled Craft category, the disparity did decrease over the three years from 4.3 percent (1993) to 3.7 percent (1995). Again, the underrepresentation of Hispanic women in Skilled Craft is greater than for Hispanic men.

SUMMARY

The County's utilization of Hispanic women is similar to its utilization of women in general. Hispanic women are underrepresented in the categories of Officials-Administrators, Protective Service, Skilled Craft and Service Maintenance, while overrepresented in Para-professional, Technician and Office Clerical categories. However, unlike women in general, Hispanic women are also under-utilized in the Professionals category. Therefore, affirmative action efforts for Hispanic women should be similar to those for women in general with additional emphasis on increasing employment of Hispanic women professionals.

It appears that affirmative action has primarily benefitted Hispanic women in the County, however under-utilization of Hispanic men continues to exist in all job categories except one. Only in the Service-Maintenance category are Hispanic men above parity. In 1995, that overrepresentation was only 1.3 percent or 6 individuals. This disparity is further significant because men make up nearly 58 percent of the available Hispanic labor force, the highest male/female ratio of all the ethnic groups.¹¹ Accordingly, the County must place greater focus on recruitment, training, retention, and promotion of Hispanic men.

¹¹ Gender Makeup of Labor Force by Ethnicity

	<u>Male</u>	<u>Female</u>
White	54.10%	45.90%
Black	48.30%	51.70%
Hispanic	57.83%	42.17%
Asian	52.02%	47.98%
Native Am.	53.30%	46.70%

Source: ABAG Regional Data Center; 1990 Census of Population and Housing, Equal Employment Opportunity (EEO) File, Civilian Labor Force.

XI. UTILIZATION ANALYSIS (cont.)

D. ASIAN

1. Overall

Between 1980 and 1990, the Asian workforce grew the most of any ethnic group in Alameda County from 7.8 percent to 14.2 percent of the total available labor force. According to the last Plan, Asians made up 12.8 percent of the county-employed workforce, resulting in a 5 percent over-utilization. Since increasing to 14.2 percent of the available labor force, Asians¹² have comprised 15.5 percent (1993) [Table 6], 16.3 percent (1994) [Table 7], and 16.5 percent (1995) [Table 8] of the total county-employed workforce. On the whole, Asians were therefore slightly above parity, 2.3 percent at most in 1995.¹³

As with Hispanics, this overall overrepresentation is attributable to employment of women within the Asian ethnic group. In all three years, utilization of Asian males has been below parity while utilization of Asian females has been above parity. However, the underrepresentation of Asian males has decreased from 1.4 percent (1993) to 1.2 percent (1994) to 1 percent (1995).

2. Job Categories

Despite being slightly above parity overall, both Asian males and females were underrepresented in the Officials-Administrators category [Table 9A - 9C] in all three years. The County has made some progress, however, in reducing the under-utilization. In 1993, utilization of Asians was 6.4 percent below parity (2.6% for men and 3.8% for women). In 1995, it was 4.3 percent below parity (1.3% for men and 3.0% for women). The general pattern of Asian female representation being higher than Asian male representation does not occur in this category.

Asians were also underrepresented in the Protective Service [Table 12A - 12C] and the Service-Maintenance categories [Table 16A - 16C]. In 1995, Asians in Protective Service were under-utilized by 8.2 percent (2.6% for men and 5.6% for women), which is equivalent to 110 individuals. In Service-Maintenance, both Asian males and females were underrepresented until last year, when Asian males became slightly overrepresented by .4 percent. Again, the general pattern of higher Asian female representation than Asian male representation is not found.

¹² The County's statistics for utilization of the Asian workforce include Pacific Islanders such as Filipinos.

¹³ The larger disparity found in the last Affirmative Action Plan may be due to the fact that 1989 utilization statistics were compared to the then relatively old 1980 Census data.

XI. UTILIZATION ANALYSIS (cont.)

In the categories of Professionals, Para-professionals, and Office-Clerical, Asians are overrepresented. However, Asian males are under-utilized in all three of these categories. Such under-utilization is offset by greater over-utilization of Asian females. Both Asian males and females are over-utilized in the Technicians category [Table 11A - 11C]. This over-utilization has increased from 1993 (4.9%) to 1995 (6.5%).

Asians are near parity in the Skilled Craft category, ranging from 0 to 1 percent over-utilization [Table 15A - 15C]. Here, however, overrepresentation of Asian males almost exactly offsets the underrepresentation of Asian females. For example, 6.3 percent is the amount that Asian males were over-utilized and Asian females were under-utilized in 1995.

SUMMARY

The County's utilization of Asian women corresponds to its utilization of women in general. Asian women are underrepresented in the Officials-Administrators, Protective Service, Skilled Craft, and Service Maintenance categories. Therefore, affirmative action efforts for Asian women should be similar to those for women in general, i.e., removal of recruitment and promotional barriers to the highest job category and increasing representation of women in non-traditional jobs.

Asian males are underrepresented in five of the eight job categories: Officials-Administrators; Professionals; Protective Service; Para-professionals; and Office-Clerical. Therefore, affirmative action efforts are still necessary to reduce under-utilization in these categories.

XI. UTILIZATION ANALYSIS (cont.)

E. BLACK

1. Overall

The 1990 Census indicates that the available labor force in Alameda County is 14.9 percent Black. On the whole, both Black males and females were above parity within the county-employed workforce. The county-employed workforce was 29.5 percent Black in 1993, 29.4 percent in 1994, and 28.9 percent in 1995. Over-utilization ranged from 14.6 percent in 1993 to 14 percent in 1995, decreasing somewhat over the last three years.

The overall high representation of Blacks was overwhelmingly due to employment of Black women. The County employed Black females around 13 percent over their representation in the available workforce. Black males, on the other hand, were only overrepresented by .9 to 1.2 percent.

2. Job Categories

The representation of Black males was below parity in three categories: (1) Professionals [Table 10A - 10C]; (2) Technicians [Table 11A - 11C]; and (3) Office-Clerical [Table 14A - 14C]. Further, the underrepresentation of Black males has become slightly worse in each of those categories between 1994 and 1995.

In the Para-professionals category [Table 13A - 13C], Black males have been less than 1 percent above parity during the last three years. This overrepresentation has decreased to .4 percent in 1995.

Black females are underrepresented in only the Skilled Craft category [Table 15A - 15C]. However, the percent under parity has improved from 5.9 percent in 1993, to 5.8 percent in 1994, and 5.2 percent in 1995.

SUMMARY

Black employees are relatively well represented in the County-employed workforce. However, the County should continue some affirmative action efforts with respect to Black males who are increasingly underrepresented in three job categories: Professionals; Technicians; and Office-Clerical. Further, Black males are only slightly above-parity in the Para-professionals category. Finally, efforts should continue to increase representation of Black women in the Skilled Craft category.

XI. UTILIZATION ANALYSIS (cont.)

F. NATIVE AMERICAN

1. Overall

Native Americans make up the smallest ethnic segment of Alameda County's labor force. According to the 1990 Census, Native Americans comprise .6 percent of the available labor force. Within the county-employed workforce, Native American representation has remained virtually unchanged at .5 percent in all three years.

The overall .1 percent underrepresentation was experienced mostly by Native American males. In total, Native American females were at parity (.3%) in 1993, 1994 and 1995.

2. Job Categories

In general, Native Americans were underrepresented in five job categories: Officials-Administrators; Professionals; Technicians; Office-Clerical; and Service-Maintenance. No Native Americans were employed in the Officials-Administrators category in all three years [Tables 9A - 9C].¹⁴

Both Native American males and females were also underrepresented in the Service-Maintenance job category. Native American women were at or near parity in the Professionals, Technicians, and Office-Clerical job categories. However, general underrepresentation resulted because Native American men were under-utilized in those categories.

Native Americans were at parity in Protective Service in 1993 and 1994. In 1995, they were .1 percent above parity. Native Americans were also slightly above parity in the Skilled Craft category. However, Native American women were under-utilized in both these categories.

In the Para-professional category, Native American representation has been decreasing. Native Americans were .3 percent above parity in 1993. In 1995, they were .1 percent below parity. This trend is due to growing under-utilization of Native American males along with decreasing employment of Native American females.

SUMMARY

Because Native Americans were underrepresented overall as well as in five job categories, the County should continue to engage in affirmative

¹⁴ However, because Native Americans make up only .6 percent of available labor and the County employs 395 people in the Officials-Administrators category, only two individuals would need to be employed to reach near-parity in that category.

XI. UTILIZATION ANALYSIS (cont.)

action on their behalf. Native American males are underrepresented in six of the eight job classes, including Officials-Administrators and Professionals. Therefore, affirmative action efforts should be expanded with respect to Native American males.

With respect to Native American women, the County's utilization of them corresponds with its utilization of women in general. Underrepresentation occurs in the categories of Officials-Administrators, Protective Service, Skilled Craft, and Service-Maintenance. Affirmative action efforts should continue toward increasing representation Native American females in those categories. Moreover, affirmative action should also focus on retaining levels of representation in the categories of Professionals, Technicians, and Office-Clerical, where Native American females have just reached parity.

Utilization Analysis (cont.)

Tables: Overall Totals & Percentages

1993

1994

1995

[Table 6]

COUNTY OF ALAMEDA

COUNTY WIDE PERSONNEL SYSTEM

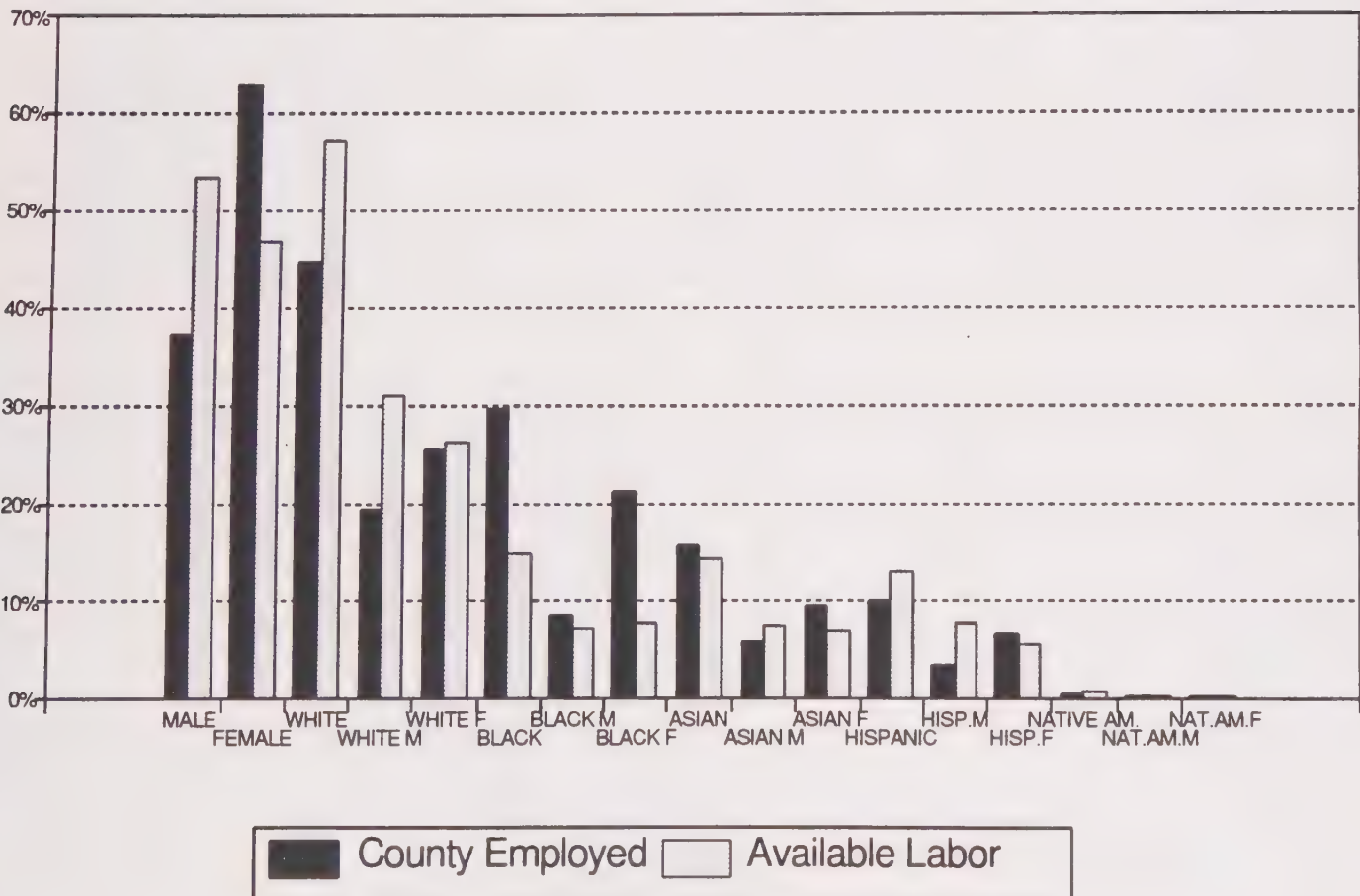
AFFIRMATIVE ACTION REPORT

OVERALL TOTALS & PERCENTAGES: 1993

JOB CATEGORY	ALL			WHITE			BLACK		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
OFFICIALS - ADMINISTRATORS	396	233	163	258	166	92	89	38	51
PROFESSIONALS	3,266	1,189	2,077	1,926	734	1,192	834	188	466
TECHNICIANS	1,517	435	1,082	438	173	265	580	83	497
PROTECTIVE SERVICE	1,236	945	291	693	568	125	380	242	138
PARA-PROFESSIONALS	761	221	540	264	83	181	244	61	183
OFFICE - CLERICAL	2,750	379	2,371	961	125	836	887	90	797
SKILLED CRAFT	218	211	7	128	126	2	36	32	4
SERVICE - MAINTENANCE	593	381	212	128	101	27	315	185	130
TOTAL ALL CATEGORIES	10,737	3,994	6,743	4,796	2,076	2,720	3,165	899	2,266
PERCENT	100.0%	37.2%	62.8%	44.7%	19.3%	25.3%	29.5%	8.4%	21.1%
AVAILABLE LABOR FORCE %		53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%
% OVER/UNDER UTILIZED		-16.2%	16.2%	-12.4%	-11.6%	-0.9%	14.6%	1.2%	13.4%

JOB CATEGORY	TOTAL	ASIAN		HISPANIC			NATIVE AM.			40 OR OVER
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
OFFICIALS - ADMINISTRATORS	31	19	12	18	10	8	0	0	0	290
PROFESSIONALS	488	195	293	203	85	118	15	7	8	1,638
TECHNICIANS	289	123	166	203	54	149	7	2	5	604
PROTECTIVE SERVICE	67	52	15	89	78	11	7	5	2	499
PARA-PROFESSIONALS	148	56	92	98	19	79	7	2	5	277
OFFICE - CLERICAL	543	126	417	346	35	311	13	3	10	1,191
SKILLED CRAFT	31	30	1	19	19	0	4	4	0	121
SERVICE - MAINTENANCE	65	39	26	83	55	28	2	1	1	280
TOTAL ALL CATEGORIES	1,662	640	1,022	1,069	355	704	55	24	31	4,880
PERCENT	15.5%	6.0%	9.5%	9.9%	3.3%	6.6%	0.5%	0.2%	0.3%	45.5%
AVAILABLE LABOR FORCE %	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZED	1.3%	-1.4%	2.7%	-3.1%	-4.2%	1.1%	-0.1%	-0.1%	-0.0%	

[Figure 6.1]
1993 Utilization Comparison



[Table 7]

COUNTY OF ALAMEDA

COUNTY WIDE PERSONNEL SYSTEM

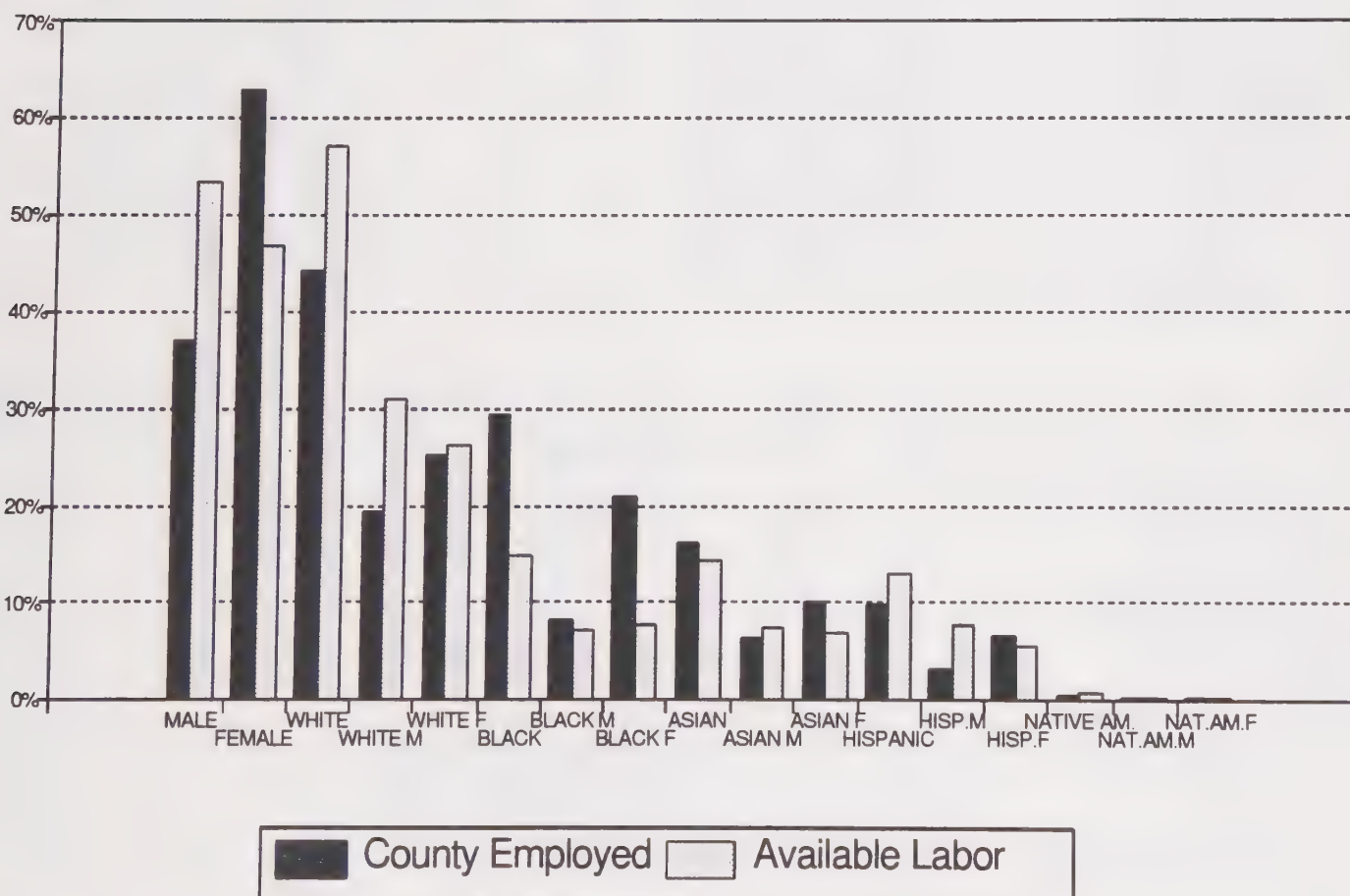
AFFIRMATIVE ACTION REPORT

OVERALL TOTALS & PERCENTAGES: 1994

JOB CATEGORY	ALL			WHITE			BLACK		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
OFFICIALS - ADMINISTRATORS	397	234	163	256	166	90	88	36	52
PROFESSIONALS	3,365	1,232	2,133	1,957	754	1,203	673	182	491
TECHNICIANS	1,584	465	1,119	463	195	268	583	82	501
PROTECTIVE SERVICE	1,247	955	292	698	577	121	389	247	142
PARA-PROFESSIONALS	769	210	559	258	78	180	250	59	191
OFFICE - CLERICAL	2,753	368	2,385	936	102	834	869	89	780
SKILLED CRAFT	211	203	8	123	120	3	33	29	4
SERVICE - MAINTENANCE	582	373	209	118	93	25	319	187	132
TOTAL ALL CATEGORIES	10,908	4,040	6,868	4,809	2,085	2,724	3,204	911	2,293
PERCENT	100.0%	37.0%	63.0%	44.1%	19.1%	25.0%	29.4%	8.4%	21.0%
AVAILABLE LABOR FORCE %		53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%
% OVER/UNDER UTILIZED		-16.4%	16.4%	-13.0%	-11.8%	-1.2%	14.5%	1.2%	13.3%

JOB CATEGORY	ASIAN			HISPANIC			NATIVE AM.			40 OR OVER
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
OFFICIALS - ADMINISTRATORS	33	22	11	20	10	10	0	0	0	298
PROFESSIONALS	518	206	312	199	82	117	18	8	10	1,810
TECHNICIANS	321	133	188	211	54	157	6	1	5	705
PROTECTIVE SERVICE	68	53	15	85	74	11	7	4	3	547
PARA-PROFESSIONALS	151	52	99	105	20	85	5	1	4	292
OFFICE - CLERICAL	582	133	449	353	40	313	13	4	9	1,247
SKILLED CRAFT	32	31	1	19	19	0	4	4	0	114
SERVICE - MAINTENANCE	68	41	27	75	51	24	2	1	1	267
TOTAL ALL CATEGORIES	1,773	671	1,102	1,067	350	717	55	23	32	5,280
PERCENT	16.3%	6.2%	10.1%	9.8%	3.2%	6.6%	0.5%	0.2%	0.3%	48.4%
AVAILABLE LABOR FORCE %	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZED	2.1%	-1.2%	3.3%	-3.2%	-4.3%	1.1%	-0.1%	-0.1%	-0.0%	

[Figure 7.1]
1994 Utilization Comparison



[Table 8]

COUNTY OF ALAMEDA

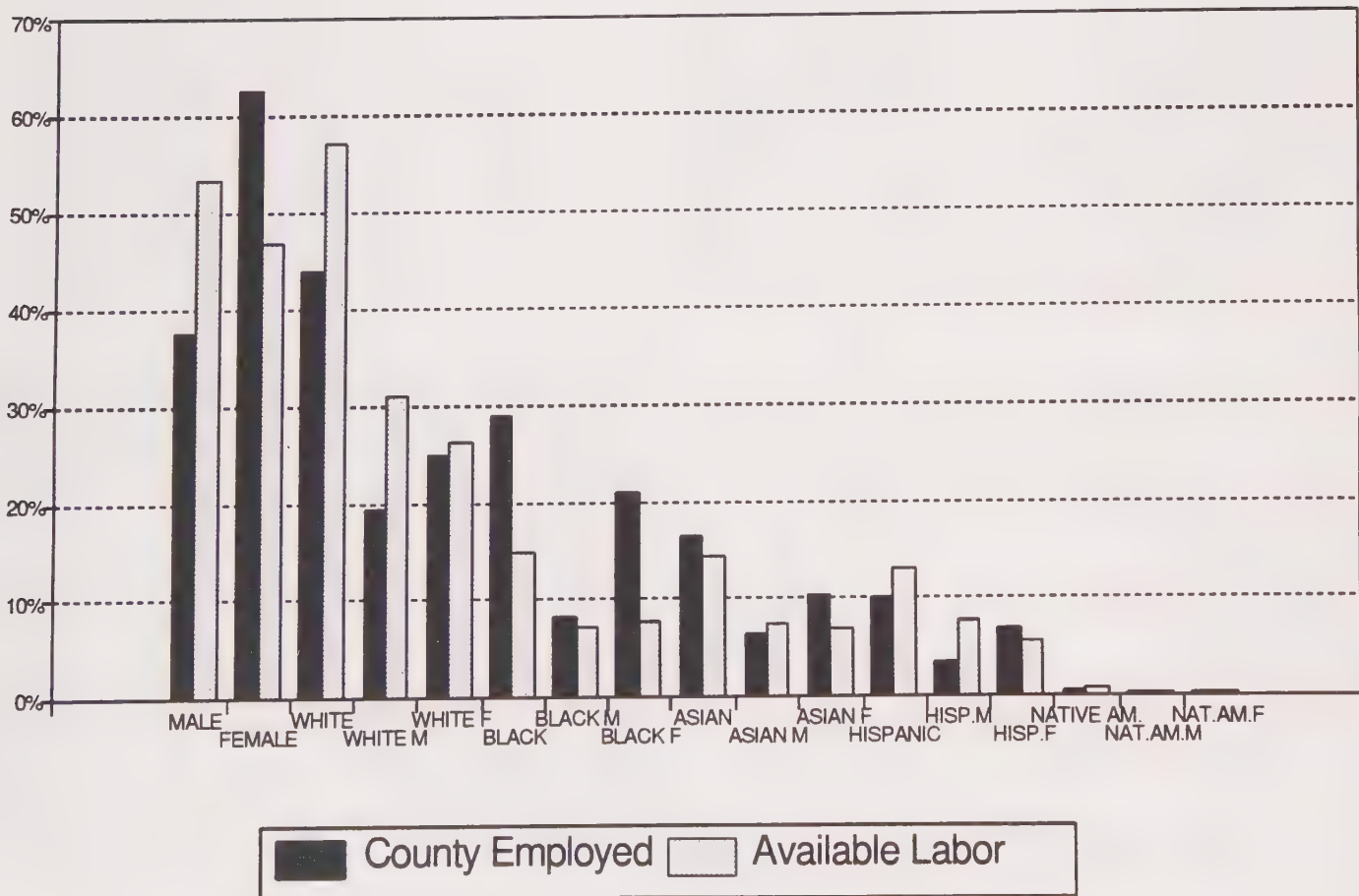
COUNTY WIDE PERSONNEL SYSTEM
AFFIRMATIVE ACTION REPORT

OVERALL TOTALS & PERCENTAGES: 1995

JOB CATEGORY	TOTAL	ALL		TOTAL	WHITE		TOTAL	BLACK	
		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE
OFFICIALS - ADMINISTRATORS	395	228	167	248	159	89	85	33	52
PROFESSIONALS	3,276	1,216	2,060	1,900	744	1,156	847	174	473
TECHNICIANS	1,522	447	1,075	433	184	249	560	79	481
PROTECTIVE SERVICE	1,342	1,017	325	738	606	132	412	255	157
PARA-PROFESSIONALS	768	208	560	263	76	187	246	58	188
OFFICE - CLERICAL	2,714	366	2,348	910	100	810	842	80	762
SKILLED CRAFT	204	195	9	118	115	3	34	29	5
SERVICE - MAINTENANCE	500	335	165	106	90	16	268	161	107
TOTAL ALL CATEGORIES	10,721	4,012	6,709	4,716	2,074	2,642	3,094	869	2,225
PERCENT	100.0%	37.4%	62.6%	44.0%	19.3%	24.6%	28.9%	8.1%	20.8%
AVAILABLE LABOR FORCE %		53.4%	46.6%	57.1%	30.9%	26.2%	14.8%	7.2%	7.7%
% OVER/UNDER UTILIZED		-16.0%	16.0%	-13.1%	-11.6%	-1.6%	14.0%	0.9%	13.1%

JOB CATEGORY	TOTAL	ASIAN		TOTAL	HISPANIC		TOTAL	NATIVE AM.		40 OR OVER
		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE	
OFFICIALS - ADMINISTRATORS	39	24	15	23	12	11	0	0	0	312
PROFESSIONALS	511	207	304	201	84	117	17	7	10	1,817
TECHNICIANS	315	129	186	206	53	153	8	2	6	700
PROTECTIVE SERVICE	81	65	16	101	84	17	10	7	3	588
PARA-PROFESSIONALS	153	52	101	102	22	80	4	0	4	300
OFFICE - CLERICAL	587	140	447	363	42	321	12	4	8	1,258
SKILLED CRAFT	29	28	1	19	19	0	4	4	0	110
SERVICE - MAINTENANCE	59	39	20	66	44	22	1	1	0	237
TOTAL ALL CATEGORIES	1,774	684	1,090	1,081	360	721	56	25	31	5,322
PERCENT	16.5%	6.4%	10.2%	10.1%	3.4%	6.7%	0.5%	0.2%	0.3%	49.6%
AVAILABLE LABOR FORCE %	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZED	2.3%	-1.0%	3.4%	-2.9%	-4.1%	1.2%	-0.1%	-0.1%	-0.0%	

[Figure 8.1]
1995 Utilization Comparison



Utilization Analysis (cont.)

Job Category Tables & Graphs

COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 9A - 9C]

A. OFFICIALS-ADMINISTRATORS: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	396	233	163	258	166	92	89	38	51	31	19	12	18	10	8	0	0	0	290
PERCENT	100.0%	58.8%	41.2%	65.2%	41.9%	23.2%	22.5%	9.6%	12.9%	7.8%	4.8%	3.0%	4.5%	2.5%	2.0%	0.0%	0.0%	0.0%	73.2%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		5.4%	-5.4%	8.1%	11.0%	-3.0%	7.6%	2.4%	5.2%	-6.4%	-2.6%	-3.8%	-8.5%	-5.0%	-3.5%	-0.6%	-0.3%	-0.3%	
# OVER/UNDER UTILIZ		22	-22	32	44	-12	30	9	21	-25	-10	-15	-33	-20	-14	-2	-1	-1	

B. OFFICIALS-ADMINISTRATORS: 1994

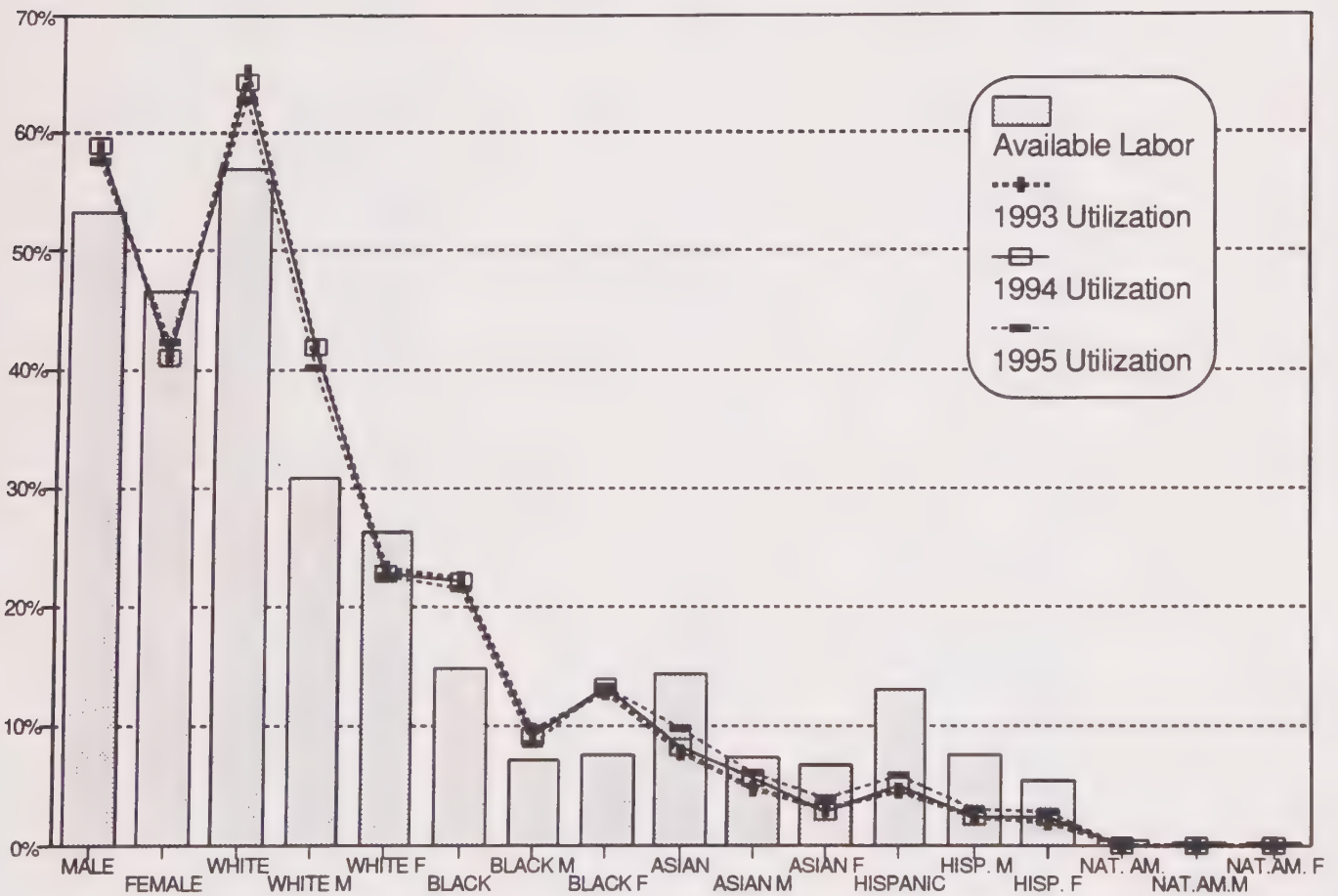
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	397	234	163	256	166	90	88	36	52	33	22	11	20	10	10	0	0	0	298
PERCENT	100.0%	58.9%	41.1%	64.5%	41.8%	22.7%	22.2%	9.1%	13.1%	8.3%	5.5%	2.8%	5.0%	2.5%	2.5%	0.0%	0.0%	0.0%	75.1%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		5.5%	-5.5%	7.4%	10.9%	-3.5%	7.3%	1.9%	5.4%	-5.9%	-1.9%	-4.0%	-8.0%	-5.0%	-3.0%	-0.6%	-0.3%	-0.3%	
# OVER/UNDER UTILIZ		22	-22	29	43	-14	29	7	21	-23	-7	-16	-32	-20	-12	-2	-1	-1	

C. OFFICIALS-ADMINISTRATORS: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	395	228	167	248	159	89	85	33	52	39	24	15	23	12	11	0	0	0	312
PERCENT	100.0%	57.7%	42.3%	62.8%	40.3%	22.5%	21.5%	8.4%	13.2%	9.9%	6.1%	3.8%	5.8%	3.0%	2.8%	0.0%	0.0%	0.0%	79.0%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		4.3%	-4.3%	5.7%	9.4%	-3.7%	6.6%	1.2%	5.5%	-4.3%	-1.3%	-3.0%	-7.2%	-4.5%	-2.7%	-0.6%	-0.3%	-0.3%	
# OVER/UNDER UTILIZ		17	-17	22	37	-14	26	5	22	-17	-5	-12	-28	-18	-11	-2	-1	-1	

[Figure 9.1]

Officials-Administrators: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 10A - 10C]

A. PROFESSIONALS: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	3266	1189	2077	1926	734	1192	634	168	466	488	195	293	203	85	118	15	7	8	1638
PERCENT	100.0%	36.4%	63.6%	59.0%	22.5%	36.5%	19.4%	5.1%	14.3%	14.9%	6.0%	9.0%	6.2%	2.6%	3.6%	0.5%	0.2%	0.2%	50.2%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-17.0%	17.0%	1.9%	-8.4%	10.3%	4.5%	-2.1%	6.6%	0.7%	-1.4%	2.2%	-6.8%	-4.9%	-1.9%	-0.1%	-0.1%	-0.1%	
# OVER/UNDER UTILIZ		-555	555	61	-275	336	147	-67	215	24	-47	71	-222	-160	-62	-5	-3	-2	

B. PROFESSIONALS: 1994

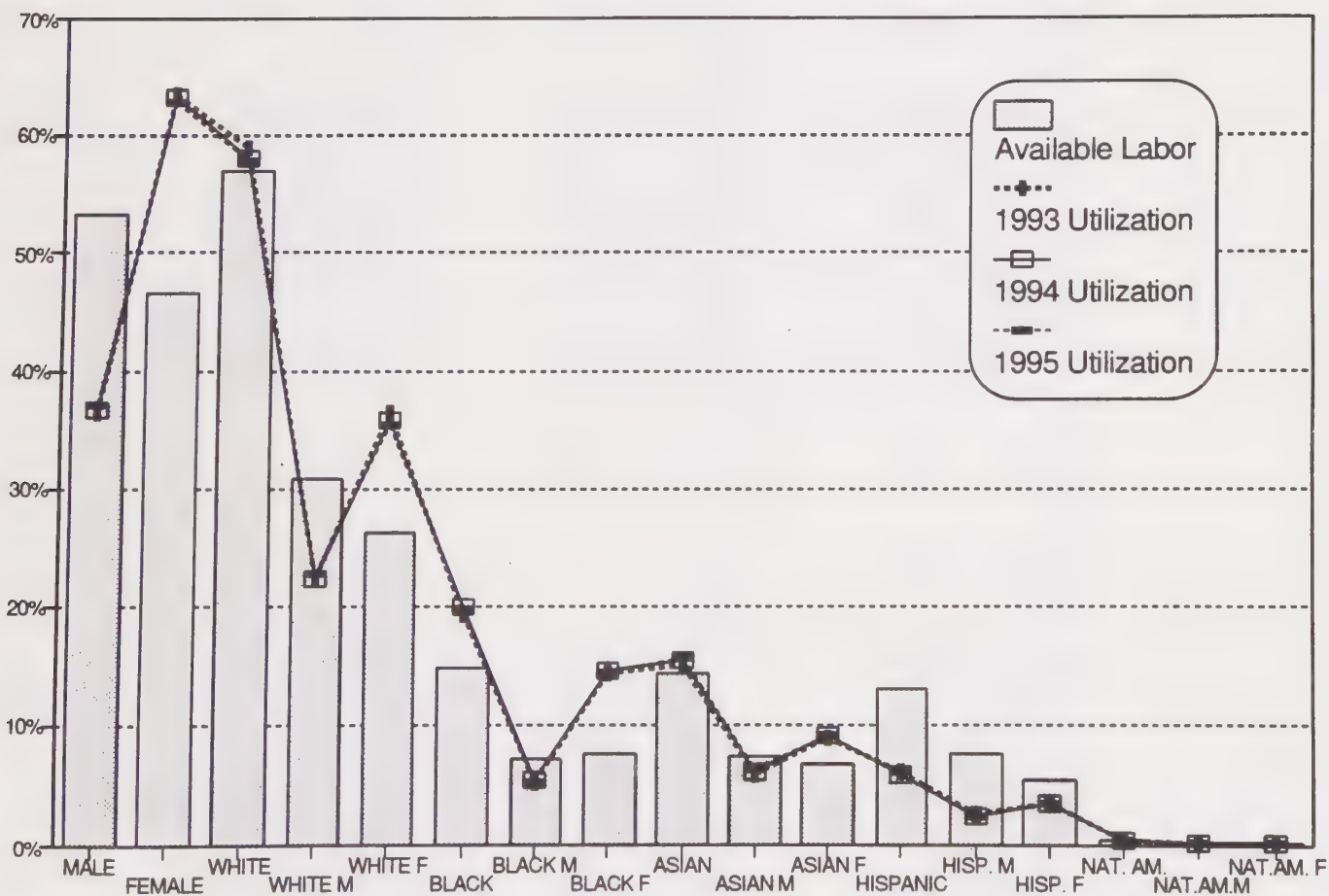
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	3365	1232	2133	1957	754	1203	673	182	491	518	206	312	199	82	117	18	8	10	1810
PERCENT	100.0%	36.6%	63.4%	58.2%	22.4%	35.8%	20.0%	5.4%	14.6%	15.4%	6.1%	9.3%	5.9%	2.4%	3.5%	0.5%	0.2%	0.3%	53.8%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-16.8%	16.8%	1.1%	-8.5%	9.6%	5.1%	-1.8%	6.9%	1.2%	-1.3%	2.5%	-7.1%	-5.1%	-2.0%	-0.1%	-0.1%	-0.0%	
# OVER/UNDER UTILIZ		-565	565	36	-286	321	172	-60	232	40	-43	83	-238	-170	-68	-2	-2	0	

C. PROFESSIONALS: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	3276	1216	2060	1900	744	1156	647	174	473	511	207	304	201	84	117	17	7	10	1817
PERCENT	100.0%	37.1%	62.9%	58.0%	22.7%	35.3%	19.7%	5.3%	14.4%	15.6%	6.3%	9.3%	6.1%	2.6%	3.6%	0.5%	0.2%	0.3%	55.5%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-16.3%	16.3%	0.9%	-8.2%	9.1%	4.8%	-1.9%	6.7%	1.4%	-1.1%	2.6%	-6.9%	-4.9%	-1.9%	-0.1%	-0.1%	0.0%	
# OVER/UNDER UTILIZ		-533	533	29	-268	298	159	-62	221	46	-35	81	-225	-162	-63	-3	-3	0	

[Figure 10.1]

Professionals: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 11A - 11C]

A. TECHNICIANS: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1517	435	1082	438	173	265	580	83	497	289	123	166	203	54	149	7	2	5	604
PERCENT	100.0%	28.7%	71.3%	28.9%	11.4%	17.5%	38.2%	5.5%	32.8%	19.1%	8.1%	10.9%	13.4%	3.6%	9.8%	0.5%	0.1%	0.3%	39.8%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-24.7%	24.7%	-28.2%	-19.5%	-8.7%	23.3%	-1.7%	25.1%	-4.9%	0.7%	-4.1%	0.4%	-3.9%	4.3%	-0.1%	-0.2%	0.0%	
# OVER/UNDER UTILIZ		-375	375	-428	-296	-132	354	-26	380	-74	11	-63	6	-60	66	-2	-3	0	

B. TECHNICIANS: 1994

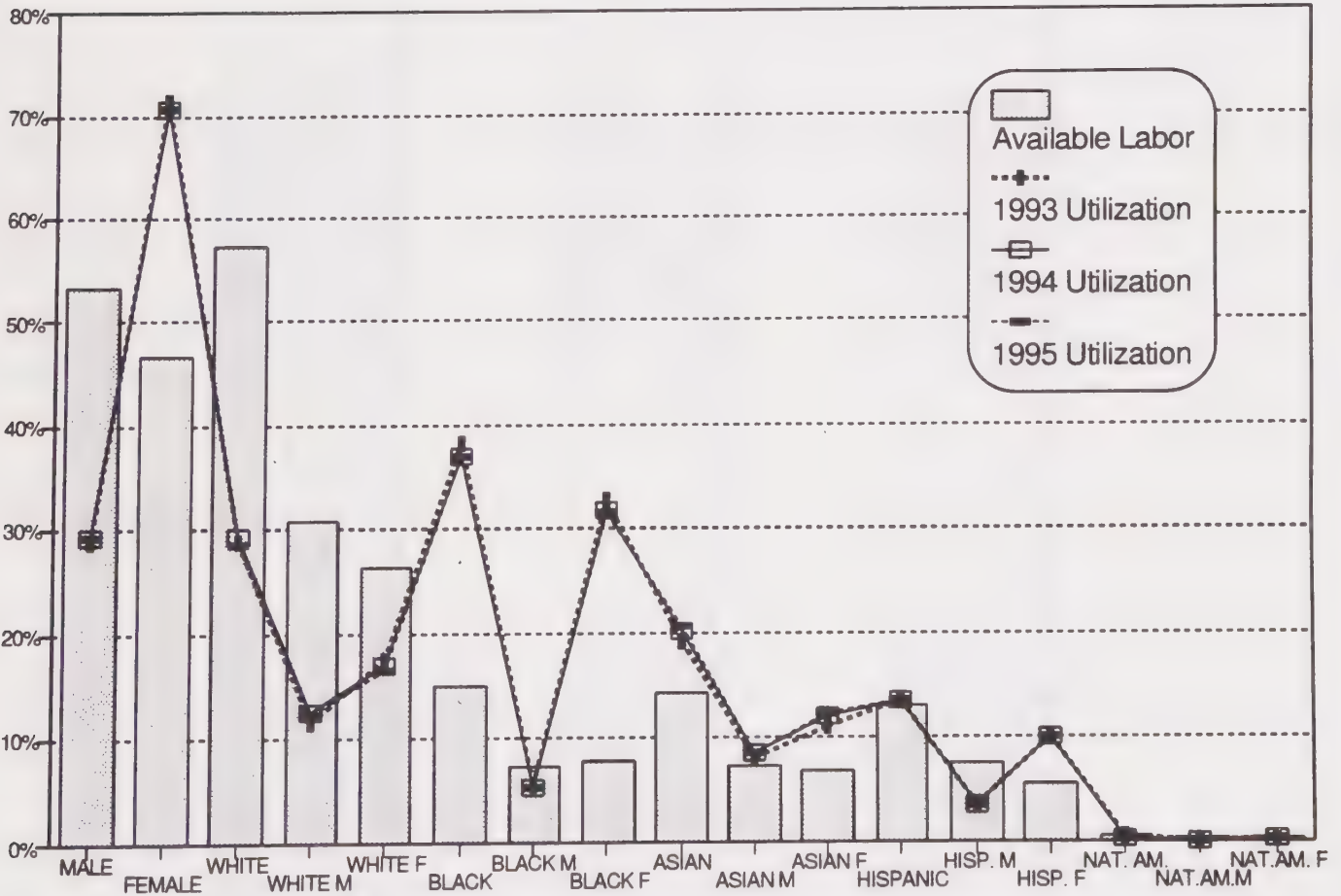
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1584	465	1119	463	195	268	583	82	501	321	133	188	211	54	157	6	1	5	705
PERCENT	100.0%	29.4%	70.6%	29.2%	12.3%	16.9%	36.8%	5.2%	31.6%	20.3%	8.4%	11.9%	13.3%	3.4%	9.9%	0.4%	0.1%	0.3%	44.5%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-24.0%	24.0%	-27.9%	-18.6%	-9.3%	21.9%	-2.0%	23.9%	-6.1%	1.0%	-5.1%	0.3%	-4.1%	4.4%	-0.2%	-0.2%	0.0%	
# OVER/UNDER UTILIZ		-381	381	-441	-294	-147	347	-32	379	-96	16	-80	5	-65	70	-4	-4	0	

C. TECHNICIANS: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1522	447	1075	433	184	249	560	79	481	315	129	186	206	53	153	8	2	6	700
PERCENT	100.0%	29.4%	70.6%	28.4%	12.1%	16.4%	36.8%	5.2%	31.6%	20.7%	8.5%	12.2%	13.5%	3.5%	10.1%	0.5%	0.1%	0.4%	46.0%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-24.0%	24.0%	-28.7%	-18.8%	-9.8%	21.9%	-2.0%	23.9%	-6.5%	1.1%	-5.4%	0.5%	-4.0%	4.6%	-0.1%	-0.2%	0.1%	
# OVER/UNDER UTILIZ		-366	366	-436	-286	-150	333	-31	364	-99	16	-83	8	-61	69	-1	-3	1	

[Figure 11.1]

Technicians: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 12A - 12C]

A. PROTECTIVE SERVICE: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1236	945	291	693	568	125	380	242	138	67	52	15	89	78	11	7	5	2	499
PERCENT	100.0%	76.5%	23.5%	56.1%	46.0%	10.1%	30.7%	19.6%	11.2%	5.4%	4.2%	1.2%	7.2%	6.3%	0.9%	0.6%	0.4%	0.2%	40.4%
AVAILABLE LABOR %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		23.1%	-23.1%	-1.0%	15.1%	-16.1%	15.8%	12.4%	3.5%	-8.8%	-3.2%	-5.6%	-5.8%	-1.2%	-4.6%	-0.0%	0.1%	-0.1%	
# OVER/UNDER UTILIZ		285	-285	-13	166	-199	196	153	43	-109	-39	-69	-72	-15	-57	-0	1	-2	

B. PROTECTIVE SERVICE: 1994

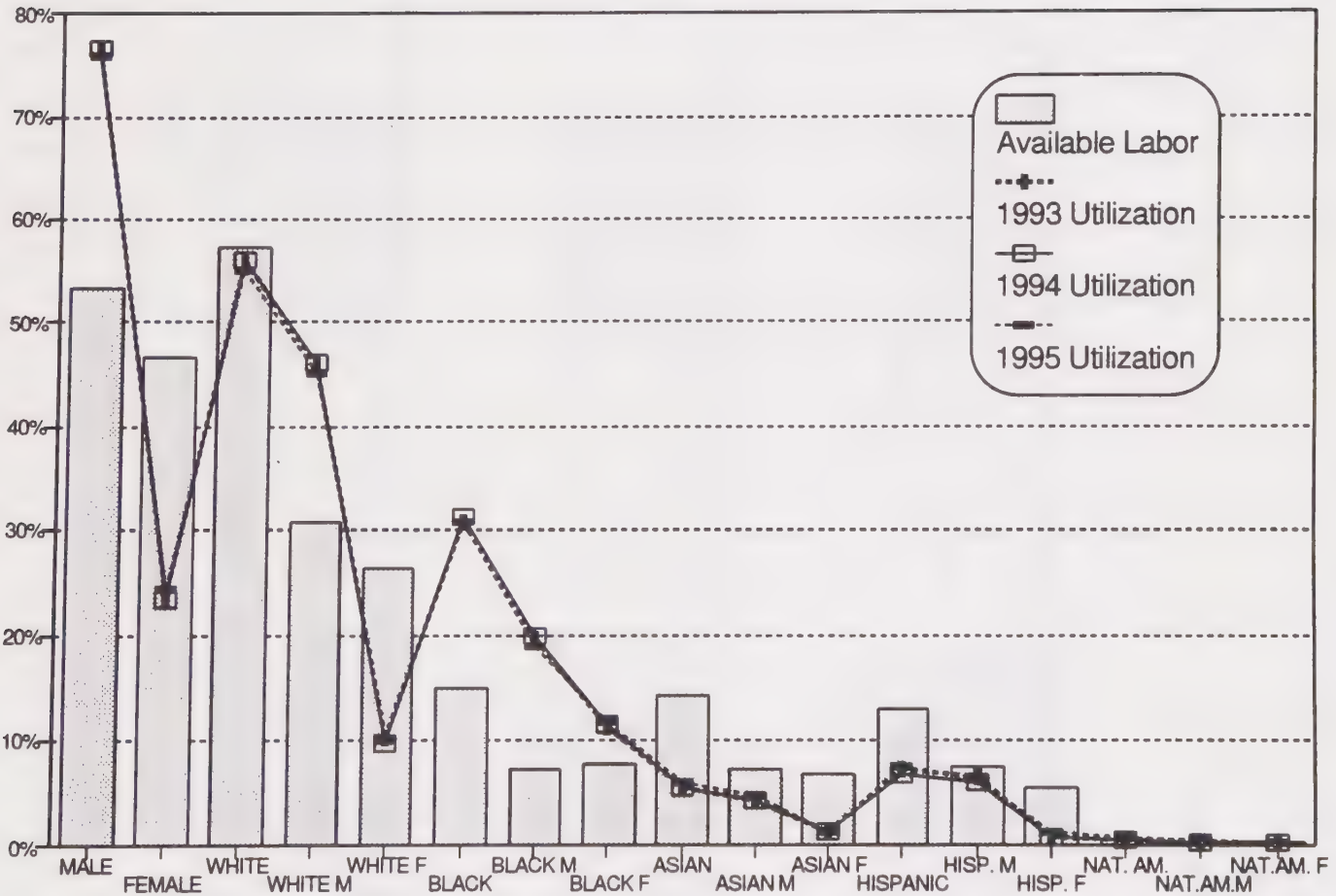
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1247	955	292	698	577	121	389	247	142	68	53	15	85	74	11	7	4	3	547
PERCENT	100.0%	76.6%	23.4%	56.0%	46.3%	9.7%	31.2%	19.8%	11.4%	5.5%	4.3%	1.2%	6.8%	5.9%	0.9%	0.6%	0.3%	0.2%	43.9%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		23.2%	-23.2%	-1.1%	15.4%	-16.5%	16.3%	12.6%	3.7%	-8.7%	-3.1%	-5.6%	-6.2%	-1.6%	-4.6%	-0.0%	0.0%	-0.1%	
# OVER/UNDER UTILIZ		289	-289	-14	192	-206	203	157	46	-109	-39	-70	-77	-20	-58	-0	0	-1	

B. PROTECTIVE SERVICE: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	1342	1017	325	736	606	132	412	255	157	81	65	16	101	84	17	10	7	3	588
PERCENT	100.0%	75.8%	24.2%	55.0%	45.2%	9.8%	30.7%	19.0%	11.7%	6.0%	4.8%	1.2%	7.5%	6.3%	1.3%	0.7%	0.5%	0.2%	43.8%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		22.4%	-22.4%	-2.1%	14.3%	-16.4%	15.8%	11.8%	4.0%	-8.2%	-2.6%	-5.6%	-5.5%	-1.2%	-4.2%	0.1%	0.2%	-0.1%	
# OVER/UNDER UTILIZ		300	-300	-28	191	-220	212	158	54	-110	-34	-75	-73	-17	-57	2	3	-1	

[Figure 12.1]

Protective Service: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 13A - 13C]

A. PARA-PROFESSIONALS: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	761	221	540	264	83	181	244	61	183	148	56	92	98	19	79	7	2	5	277
PERCENT	100.0%	29.0%	71.0%	34.7%	10.9%	23.8%	32.1%	8.0%	24.0%	19.4%	7.4%	12.1%	12.9%	2.5%	10.4%	0.9%	0.3%	0.7%	36.4%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-24.4%	24.4%	-22.4%	-20.0%	-2.4%	17.2%	0.8%	16.3%	5.2%	-0.0%	5.3%	-0.1%	-5.0%	4.9%	0.3%	-0.0%	0.4%	
# OVER/UNDER UTILIZ		-185	185	-171	-152	-18	131	6	124	40	-0	40	-1	-38	37	2	-0	3	

B. PARA-PROFESSIONALS: 1994

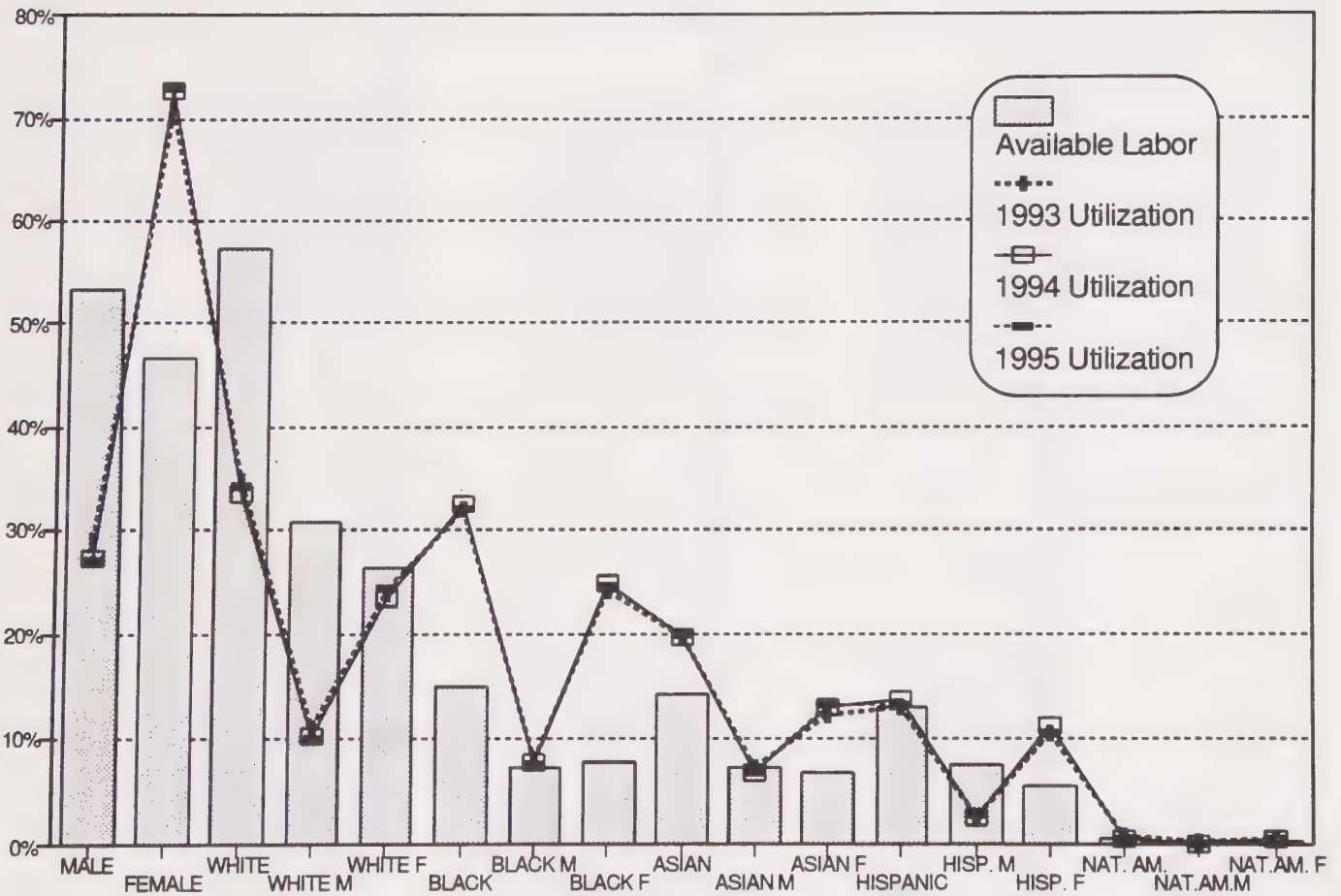
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	769	210	559	258	78	180	250	59	191	151	52	99	105	20	85	5	1	4	292
PERCENT	100.0%	27.3%	72.7%	33.6%	10.1%	23.4%	32.5%	7.7%	24.8%	19.6%	6.8%	12.9%	13.7%	2.6%	11.1%	0.7%	0.1%	0.5%	38.0%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-26.1%	26.1%	-23.5%	-20.8%	-2.8%	17.6%	0.5%	17.1%	5.4%	-0.6%	6.1%	0.7%	-4.9%	5.6%	0.1%	-0.2%	0.2%	
# OVER/UNDER UTILIZ		-201	201	-181	-160	-21	135	4	132	42	-5	47	5	-38	43	0	-1	2	

C. PARA-PROFESSIONALS: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	768	208	560	263	76	187	246	58	188	153	52	101	102	22	80	4	0	4	300
PERCENT	100.0%	27.1%	72.9%	34.2%	9.9%	24.3%	32.0%	7.6%	24.5%	19.9%	6.8%	13.2%	13.3%	2.9%	10.4%	0.5%	0.0%	0.5%	39.1%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-26.3%	26.3%	-22.9%	-21.0%	-1.9%	17.1%	0.4%	16.8%	5.7%	-0.6%	6.4%	0.3%	-4.6%	4.9%	-0.1%	-0.3%	0.2%	
# OVER/UNDER UTILIZ		-202	202	-176	-161	-14	132	3	129	44	-5	49	2	-36	38	-1	-2	2	

[Figure 13.1]

Para-Professionals: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 14A - 14C]

A. OFFICE - CLERICAL: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	2750	379	2371	961	125	836	887	90	797	543	126	417	346	35	311	13	3	10	1191
PERCENT	100.0%	13.8%	86.2%	34.9%	4.5%	30.4%	32.3%	3.3%	29.0%	19.7%	4.6%	15.2%	12.6%	1.3%	11.3%	0.5%	0.1%	0.4%	43.3%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-39.6%	39.6%	-22.2%	-26.4%	4.2%	17.4%	-3.9%	21.3%	5.5%	-2.8%	8.4%	-0.4%	-6.2%	5.8%	-0.1%	-0.2%	0.1%	
# OVER/UNDER UTILIZ		-1090	1089	-609	-725	115	477	-108	585	153	-77	230	-11	-171	160	-3	-5	2	

B. OFFICE - CLERICAL: 1994

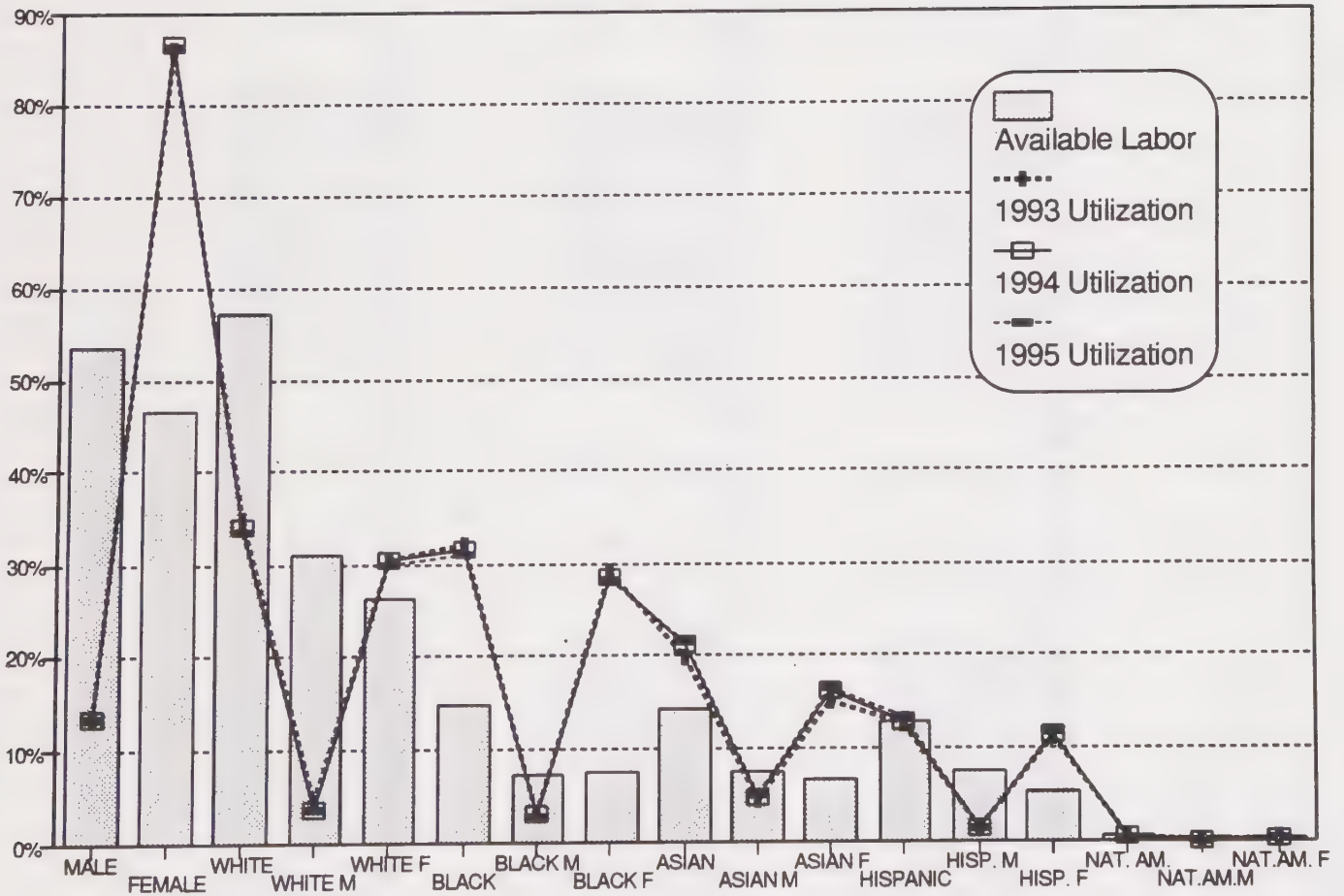
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	2753	368	2385	936	102	834	869	89	780	582	133	449	353	40	313	13	4	9	1247
PERCENT	100.0%	13.4%	86.6%	34.0%	3.7%	30.3%	31.6%	3.2%	28.3%	21.1%	4.8%	16.3%	12.8%	1.5%	11.4%	0.5%	0.1%	0.3%	45.3%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-40.0%	40.0%	-23.1%	-27.2%	4.1%	16.7%	-4.0%	20.6%	6.9%	-2.6%	9.5%	-0.2%	-6.0%	5.9%	-0.1%	-0.2%	0.0%	
# OVER/UNDER UTILIZ		-1102	1102	-636	-749	113	459	-109	568	191	-71	262	-5	-166	162	-4	-4	0	

C. OFFICE - CLERICAL: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	2714	366	2348	910	100	810	842	80	762	587	140	447	363	42	321	12	4	8	1258
PERCENT	100.0%	13.5%	86.5%	33.5%	3.7%	29.8%	31.0%	2.9%	28.1%	21.6%	5.2%	16.5%	13.4%	1.5%	11.8%	0.4%	0.1%	0.3%	46.4%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		-39.9%	39.9%	-23.6%	-27.2%	3.6%	16.1%	-4.3%	20.4%	7.4%	-2.2%	9.7%	0.4%	-6.0%	6.3%	-0.2%	-0.2%	0.0%	
# OVER/UNDER UTILIZ		-1083	1083	-640	-739	99	438	-115	553	202	-61	262	10	-162	172	-4	-4	-0	

[Figure 14.1]

Office-Clerical: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 15A - 15C]

A. SKILLED CRAFT: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	218	211	7	128	126	2	36	32	4	31	30	1	19	19	0	4	4	0	121
PERCENT	100.0%	96.8%	3.2%	58.7%	57.8%	0.9%	16.5%	14.7%	1.8%	14.2%	13.8%	0.5%	8.7%	8.7%	0.0%	1.8%	1.8%	0.0%	55.5%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		43.4%	-43.4%	1.6%	26.9%	-25.3%	1.6%	7.5%	-5.9%	0.0%	6.4%	-6.3%	-4.3%	1.2%	-5.5%	1.2%	1.5%	-0.3%	
# OVER/UNDER UTILIZ		95	-95	4	59	-55	4	16	-13	0	14	-14	-9	3	-12	3	3	-1	

B. SKILLED CRAFT: 1994

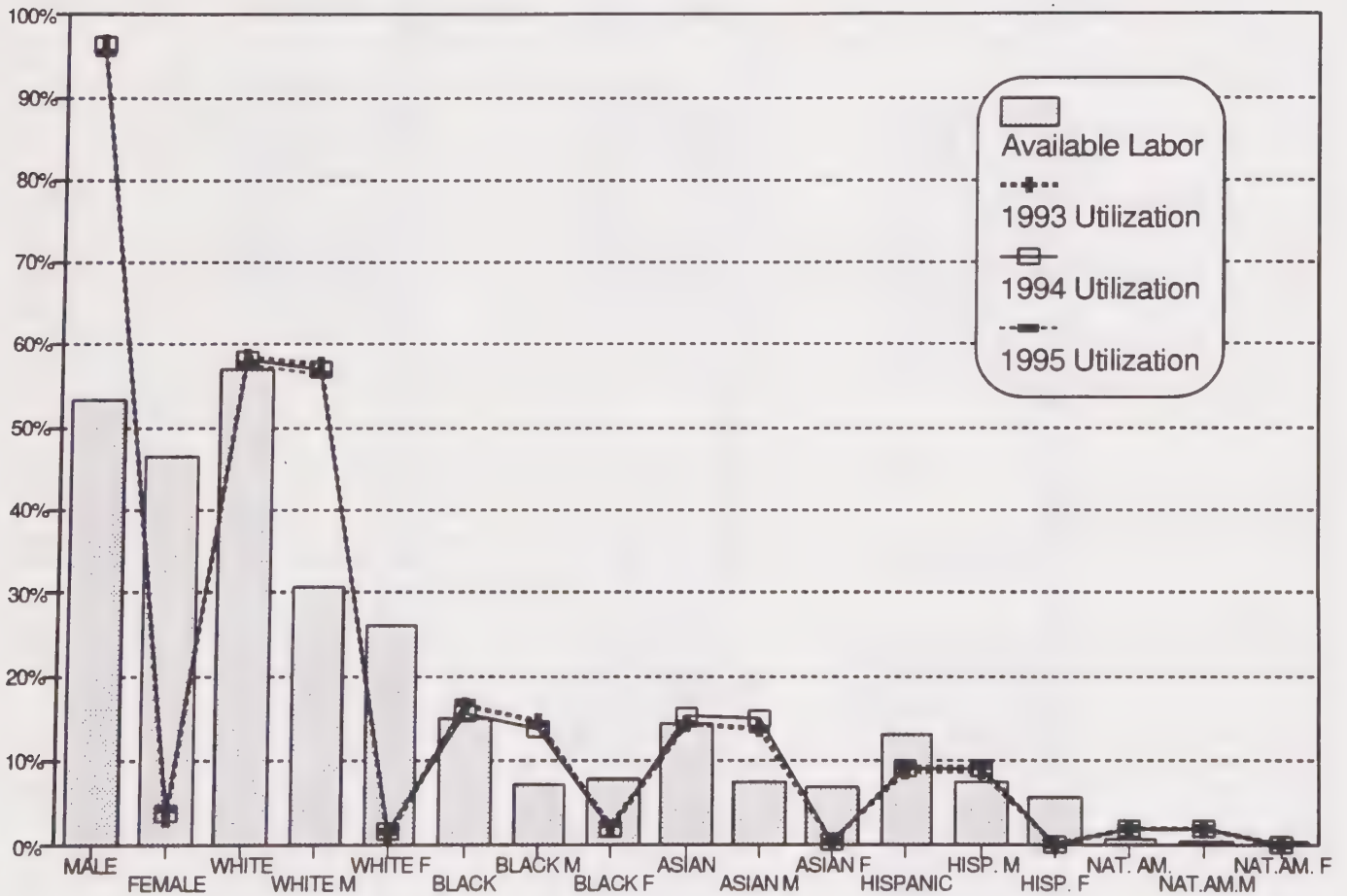
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	211	203	8	123	120	3	33	29	4	32	31	1	19	19	0	4	4	0	114
PERCENT	100.0%	96.2%	3.8%	58.3%	56.9%	1.4%	15.6%	13.7%	1.9%	15.2%	14.7%	0.5%	9.0%	9.0%	0.0%	1.9%	1.9%	0.0%	54.0%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		42.8%	-42.8%	1.2%	26.0%	-24.8%	0.7%	6.5%	-5.8%	1.0%	7.3%	-6.3%	-4.0%	1.5%	-5.5%	1.3%	1.6%	-0.3%	
# OVER/UNDER UTILIZ		90	-90	3	55	-52	2	14	-12	2	15	-13	-8	3	12	3	3	-1	

C. SKILLED CRAFT: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	204	195	9	118	115	3	34	29	5	29	28	1	19	19	0	4	4	0	110
PERCENT	100.0%	95.6%	4.4%	57.8%	56.4%	1.5%	16.7%	14.2%	2.5%	14.2%	13.7%	0.5%	9.3%	9.3%	0.0%	2.0%	2.0%	0.0%	53.9%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		42.2%	-42.2%	0.7%	25.5%	-24.7%	1.8%	7.0%	-5.2%	0.0%	6.3%	-6.3%	-3.7%	1.8%	-5.5%	1.4%	1.7%	-0.3%	
# OVER/UNDER UTILIZ		86	-86	2	52	-50	4	14	-11	0	13	-13	-8	4	-11	3	3	-1	

[Figure 15.1]

Skilled Craft: 1993-1995 Utilization Comparison



COUNTY OF ALAMEDA: UTILIZATION COMPARISON

[TABLES 16A - 16C]

A. SERVICE - MAINTENANCE: 1993

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	593	381	212	128	101	27	315	185	130	65	39	26	83	55	28	2	1	1	260
PERCENT	100.0%	64.2%	35.8%	21.6%	17.0%	4.6%	53.1%	31.2%	21.9%	11.0%	6.6%	4.4%	14.0%	9.3%	4.7%	0.3%	0.2%	0.2%	43.8%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		10.8%	-10.8%	-35.5%	-13.9%	-21.6%	38.2%	24.0%	14.2%	-3.2%	-0.8%	-2.4%	1.0%	1.8%	-0.8%	-0.3%	-0.1%	-0.1%	
# OVER/UNDER UTILIZ		64	-64	-211	-82	-128	227	142	84	-19	-5	-14	6	11	-5	-2	-1	-1	

B. SERVICE - MAINTENANCE: 1994

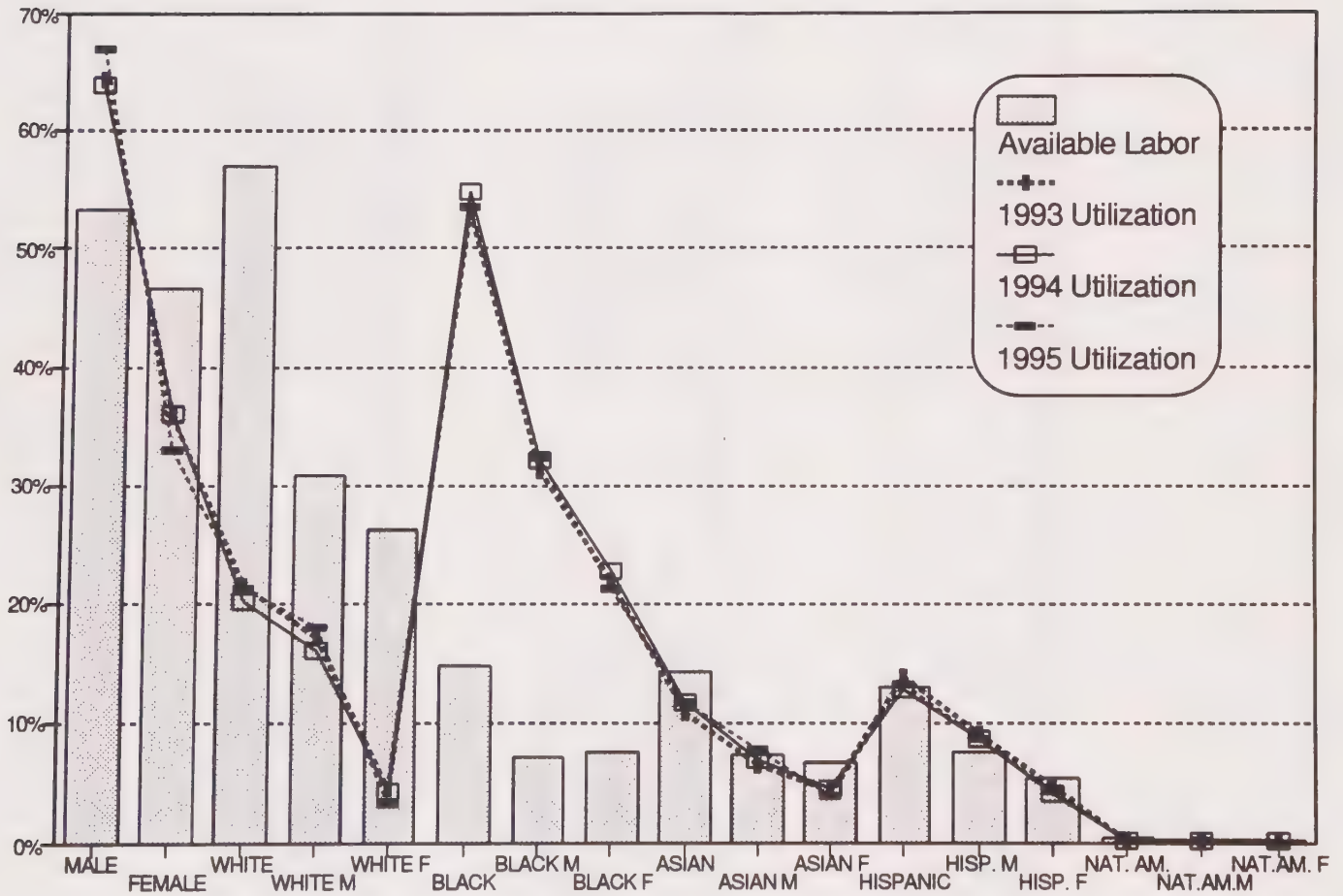
	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	582	373	209	118	93	25	319	187	132	68	41	27	75	51	24	2	1	1	267
PERCENT	100.0%	64.1%	35.9%	20.3%	16.0%	4.3%	54.8%	32.1%	22.7%	11.7%	7.0%	4.6%	12.9%	8.8%	4.1%	0.3%	0.2%	0.2%	45.9%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		10.7%	-10.7%	-38.8%	-14.9%	-21.9%	39.9%	24.9%	15.0%	-2.5%	-0.4%	-2.2%	-0.1%	1.3%	-1.4%	-0.3%	-0.1%	-0.1%	
# OVER/UNDER UTILIZ		62	-62	-214	-87	-127	232	145	87	-15	-2	-13	-1	7	-8	-1	-1	-1	

C. SERVICE - MAINTENANCE: 1995

	TOTAL	MALE	FEMALE	WHITE	WHITE M	WHITE F	BLACK	BLACK M	BLACK F	ASIAN	ASIAN M	ASIAN F	HISPANIC	HISP. M	HISP. F	NAT. AM.	NAT. AM. M	NAT. AM. F	40 OR OVER
COUNT	500	335	165	106	90	16	268	161	107	59	39	20	66	44	22	1	1	0	237
PERCENT	100.0%	67.0%	33.0%	21.2%	18.0%	3.2%	53.6%	32.2%	21.4%	11.8%	7.8%	4.0%	13.2%	8.8%	4.4%	0.2%	0.2%	0.0%	47.4%
LABOR FORCE %	100.0%	53.4%	46.6%	57.1%	30.9%	26.2%	14.9%	7.2%	7.7%	14.2%	7.4%	6.8%	13.0%	7.5%	5.5%	0.6%	0.3%	0.3%	
% OVER/UNDER UTILIZ		13.6%	-13.6%	-35.9%	-12.9%	-23.0%	38.7%	25.0%	13.7%	-2.4%	0.4%	-2.8%	0.2%	1.3%	-1.1%	-0.4%	-0.1%	-0.3%	
# OVER/UNDER UTILIZ		68	-68	-180	-65	-115	194	125	69	-12	2	-14	1	6	-6	-2	-1	-2	

[Figure 16.1]

Service-Maintenance: 1993-1995 Utilization Comparison



Employment Practices

Analysis of the County of Alameda's
Employment Activities

XII. EMPLOYMENT PRACTICES: ANALYSIS OF THE COUNTY OF ALAMEDA'S EMPLOYMENT ACTIVITIES

A. INTRODUCTION

This section of the Plan examines the County of Alameda's employment activities as they relate to affirmative action and equal employment. These are defined as: (1) New Hires; (2) Terminations (voluntary and involuntary figures combined)¹⁵; (3) Promotions; (4) Demotions (voluntary and involuntary figures combined); (5) Transfers; and (6) Layoffs. Tables 17, 18, and 19 include data for each of these activities over the last three calendar years for the overall county-employed workforce. Additional employment activity data by county agency/departments is available in Appendix 2.

The data analysis in this section focuses only on employment activities, with respect to women and minorities, for the County as a whole. Each activity is broken down to show how a protected group shared in that activity. For example, Table 18 for 1994 shows that the County hired 1,237 persons and 88 of them were Hispanic. This means that 7.1 percent of the new hires were Hispanic, which is 5.9 percent below their representation level in the available workforce (13%).

Note that with employment activities, unlike utilization statistics, parity is not necessarily the ultimate goal. For instance achieving parity in hiring for Hispanics may not be sufficient because utilization of Hispanics in the county workforce is below parity. Further, comparing employment activity figures to the actual representation of a specific group within the county-employed workforce may be more relevant in some instances than comparisons to that group's parity figure within the available labor pool.

¹⁵ Voluntary terminations include those person who resigned or retired.

XII. EMPLOYMENT PRACTICES (cont.)

B. WOMEN

1. New Hires and Terminations

In 1993, 63.4 percent of the new hires were women. That same year women made up 62.2 percent of the terminations, voluntary and involuntary combined. In 1994, 64.5 percent of the people hired were women. However, 64.2 of the terminations were women. Although women were hired over parity (which is 46.6%) in both 1993 and 1994, they also left or were terminated by almost the same percentages in those years. In 1995, 57.8 percent of the new hires and 64.6 percent of the terminations were women. This means that women made up a higher proportion of those leaving the county-employed workforce than those entering in 1995.

2. Promotions and Demotions

Women made up 64.1 and 64.2 percent of those promoted by the County in 1993 and 1994, respectively. This is 17.5 to 17.6 percent above parity. However, women comprised 75 and 74.7 percent of those who voluntarily stepped down or were demoted in 1993 and 1994. This indicates that a higher share of women stepped down or were demoted than were promoted in those two years. In 1995, the proportion of promotions and demotions that were women were more equal and closer to parity, 56.4 and 55.7 percent, respectively.

3. Layoffs

The county laid off 177 people in 1993. Of those, 63.3 percent were women. This is almost equal to the percentage of new hires in the same year that were women. In 1994, no layoffs were reported. In 1995, 24 people were laid off. Eleven of them or 45.8% were women. This is slightly below parity. Therefore, women were laid off in a lower percentage than their representation in the available labor force.

4. Transfers

In all three years, women made up a relatively high percentage of those employees who transferred jobs. In 1993 it was 64.5 percent when women made up 62.8 percent of the county-employed workforce. In 1994 it was 68.8 percent compared to 63 percent of the county-employed workforce. In 1995 it was 68.1 percent compared to 62.6 percent of the county-employed workforce.

SUMMARY

High levels of employment activities existed for women in all three years. These figures may simply reflect the overall high representation of women in the county-employed workforce (approx. 63%). Activities such as hiring and

XII. EMPLOYMENT PRACTICES (cont.)

promoting of women were above parity. However, activities such as terminations and demotions were equally and sometimes more above parity. The net effect of having similar percentages for hiring and terminating and for promoting and demoting may mean that these activities did not significantly impact the representation of women in the county-employed workforce.

In all three years, the proportion of women who transferred jobs was above parity as well as higher than their representation in the county-employed workforce. This may indicate that to some degree women have a difficult time finding the right job within the county workforce. Affirmative action efforts in this area should focus on determining what factors may have caused women to change jobs at higher percentages than they exist in the county-employed workforce.

XII. EMPLOYMENT PRACTICES (cont.)

C. HISPANIC

1. New Hires and Terminations

In 1993, Hispanics made up 9.5 percent of the new hires. This was 3.5 percent below parity (which is 13%). Analogous to utilization patterns seen for this group in the utilization section, Hispanic females were hired above parity while Hispanic males were hired below parity that year. However, Hispanics were also underrepresented in terminations, making up 6.9 percent of that activity.¹⁶

Hispanics were hired further below parity in 1994 at 7.1 percent. Both males and females were underrepresented. Hispanics also made up a slightly higher share of the terminations in that year (7.3%), although still under parity.

In 1995, Hispanics in general were hired at almost parity level, 12.8 percent. However, Hispanic males were still hired below parity (4.5% as opposed to 7.5%). With respect to terminations that year, Hispanics in general left or were terminated below parity. Hispanic women in 1995 however, left or were terminated 1.8 percent above parity.

2. Promotions and Demotions

In 1993 and 1994, promotions for Hispanics were near parity, .8 percent below and .3 percent above, respectively. These figures resulted from underrepresentation of Hispanic males and overrepresentation of Hispanic females. In 1995, the percentage of promotions of Hispanics fell to 9.2 percent or 3.8 percent below parity. This is attributable to a drop in the promotion of Hispanic females with below-parity promotion of Hispanic males.

Demotion figures varied over the three years. In 1993, both Hispanic males and females were underrepresented in terms of demotions. In 1994, however, all those demoted for Hispanics were women. Again in 1995, Hispanic women were demoted above parity while Hispanic males were demoted below parity.

3. Layoffs

In 1993, 9 percent of those laid off were Hispanic. Although Hispanics were under parity overall, more of the layoffs were women that year. In 1994, no layoffs were reported. In the 24 layoffs of 1995, the

¹⁶ Note that being underrepresented or below parity in terminations, demotions, and layoffs is a positive situation when a group is under-utilized in the workforce. Conversely, being overrepresented or above parity in those activities has an adverse impact on utilization levels.

XII. EMPLOYMENT PRACTICES (cont.)

percentage that was Hispanics was also below parity.

4. Transfers

In all three years, the percentage of transfers that were Hispanic were near parity, .2 percent above parity in 1993 and 1995 and 1.2 percent below parity in 1994. Also in all three years, Hispanic women transferred in a percentage above parity while Hispanic men transferred in a percentage below parity.

SUMMARY

In order to reduce the under-utilization of Hispanics in the county-employed workforce, affirmative action efforts should also address eliminating underrepresentation of Hispanics in hiring and promotions, especially for Hispanic males. Similarly, efforts should continue to keep termination and demotion figures below parity.

XII. EMPLOYMENT PRACTICES (cont.)

D. ASIAN

1. New Hires and Terminations

Asians were above parity (which is 14.2%) with respect to hiring in all three years. In 1993 the percentage of new hires that were Asian was 17.7, with 21.3 percent in 1994, and 17.8 percent in 1995. While both Asian men and women were above parity, the percent over parity for Asian women was greater. For example, Asian female new hires were 2.4 percent over parity while Asian male new hires were only 1.2 percent over parity.

In 1994 and 1995, some of the overrepresentation of Asians in hiring was countered with slightly above-parity percentages of terminations. The general overrepresentation in terminations, however, was sustained only by the females of the group. In 1995 for example, termination of Asian females was 2.6 over parity while it was 1.3 below parity for Asian males.

2. Promotions and Demotions

Asians were also generally promoted above parity levels in all three years. The percent over parity increased from 4.2 percent in 1993, to 5.5 percent in 1994, and 8 percent in 1995. Except for 1994, when promotion of Asian men was slightly below parity, both Asian men and women were promoted above their parity figures.

In 1993 and 1995, the percentage of those persons demoted who were Asian was below parity, 2.6 and 2.8 percent below, respectively. However, in 1993 Asian females were demoted at a percentage above parity, while in 1995 it was Asian males that were demoted above parity. In 1994, the percentage of persons demoted that were Asian, 25.3, was significantly above parity by 11.1 percent.

3. Layoffs

Asians were overrepresented in the 177 layoffs in 1993 at 15.8 percent. The overrepresentation in layoffs was sustained by Asian females. In 1994, no layoffs were reported. In 1995, when there were 24 layoffs, the percentage of both Asian women and men were below parity.

4. Transfers

The percentage of those who transferred jobs that were Asian increased between 1993 and 1995, starting out 2 percent below parity and ending 2.7 percent above parity. Both Asian males and females had increasing percentages, although Asian men were below parity in all three years while Asian women were above parity.

XII. EMPLOYMENT PRACTICES (cont.)

SUMMARY

Above-parity representation of Asians within various employment activities may be related to their general overrepresentation in the county-employed workforce. However, low representation in employment activities such as terminations and demotions may have been helpful in terms of reducing under-utilization of Asian males. As with women in general, Asian women seem to experience higher levels of employment activity than their male counterparts.

XII. EMPLOYMENT PRACTICES (cont.)

E. BLACK

1. New Hires and Terminations

The percentage of new hires that were Black was above parity (14.9%) in each of the three years. However, the percentage fell from 29.2 in 1993 and 1994 to 23.5 in 1995. Although the overrepresentation ranges from 14.3 percent in 1993 and 1994 to 8.6 percent in 1995, Black males accounted for only 1 to 2 percent of the overrepresentation. That is, almost all the of overrepresentation is due the hiring of Black women. This is consistent with utilization levels for this group, where the county-employed workforce was on average about 29 percent Black.

In all three years, Black representation in terminations was greater than their representation in hiring. Their percentage of all terminations was 29.3 in 1993, 30.9 in 1994, and 28.4 in 1995. Again, most of the overrepresentation in this activity occurs with the women.

2. Promotions and Demotions

In all three years, Blacks were above parity in both promotion and demotions. However, in 1993 and 1994 the percentage above parity in promotions was higher than in demotions. That is, Blacks were promoted in higher proportion than they were demoted. This is not the case in 1995 where 26.5 percent of the promotions and 39.7 percent of the demotions were of Black employees.

3. Layoffs

In 1993 and 1995, when layoffs were reported, the percentage was 19.8 and 20.8, respectively. These figures are 4.9 to 5.9 percent above parity, but well below the actual representation of Blacks in the county-employed workforce (approximately 29%).

4. Transfers

The percentage of those who transferred jobs that were Black was well above parity in all three years, ranging from 32.9 percent in 1994 to 36.7 percent in 1995. This may however, be a reflection of the overall high representation of Blacks in the county-employed workforce.

SUMMARY

It appears that the County's employment activities with respect to Blacks may tend to decrease their overall representation and advancement. This may not be cause for extreme concern in view of the relatively high representation of Blacks in most levels of the county-employed workforce. However, any efforts aimed at maintaining utilization levels for Black males should focus attention on hiring/termination and promotion/demotion figures.

XII. EMPLOYMENT PRACTICES (cont.)

F. NATIVE AMERICAN

1. New Hires and Terminations

Hiring of Native Americans was at parity in 1993 and 1995, while slightly above parity (.3%) in 1994. Similarly, the percentage of those who terminated that were Native American was also at or near parity in 1993 and 1995. In 1994, Native American terminations were slightly above parity by .4 percent

2. Promotions and Demotions

The percentage of promotions that went to Native Americans was below parity in all three years. However, the underrepresentation decreased over the three years to only .1 percent below parity in 1995.

In 1993 and 1995, demotions of Native Americans was .3 and .5 percent above parity, respectively. In 1994, the percentage of demotions was below parity by .6 percent.

3. Layoffs

In 1993 and 1995, none of the layoffs were of Native Americans. Thus, layoffs in those years for Native Americans were below parity. In 1994, no layoffs were reported.

4. Transfers

The percentage of those who transferred that were Native Americans was near parity in all three years. In 1993 and 1994, it was .1 percent below parity. In 1995 it was .1 percent above parity.

SUMMARY

The level of hires and terminations, if persistent, will not eliminate the overall under-utilization of Native Americans. Therefore, the County should direct affirmative action efforts toward slight increases in hires and decreases in terminations. Similarly, the levels of promotions and demotions will not foster career advancement, which is needed for this group to reach parity.

[Table 17]

COUNTY OF ALAMEDA
EMPLOYMENT ACTIVITY SUMMARY REPORT - CALENDAR YEAR 1993

ACTIVITY		ALL			WHITE			BLACK			ASIAN			HISPANIC			NATIVE AM.			40 or OVER
		TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
NEW HIRES	#	1,044	382	662	449	180	269	305	90	215	185	77	108	99	32	67	6	3	3	407
	%	100	36.6	63.4	43.0	17.2	25.8	29.2	8.6	20.6	17.7	7.4	10.3	9.5	3.1	6.4	0.6	0.3	0.3	39.0
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-16.8	16.8	-14.1	-13.7	-0.4	14.3	1.4	12.9	3.5	0.0	3.5	-3.5	-4.4	0.9	0.0	0.0	0.0	
TERMINATIONS	#	1,162	439	723	581	244	337	341	100	241	157	69	88	80	24	56	3	2	1	693
	%	100	37.8	62.2	50.0	21.0	29.0	29.3	8.6	20.7	13.5	5.9	7.6	6.9	2.1	4.8	0.3	0.2	0.1	59.6
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-15.6	15.6	-7.1	-9.9	2.8	14.4	1.4	13.0	-0.7	-1.5	0.8	-6.1	-5.4	-0.7	-0.3	-0.1	-0.2	
PROMOTIONS	#	679	244	435	266	115	151	204	49	155	125	53	72	83	27	56	1	0	1	272
	%	100	35.9	64.1	39.1	16.9	22.2	30.0	7.2	22.8	18.4	7.8	10.6	12.2	4.0	8.2	0.1	0.0	0.1	40.1
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-17.5	17.5	-18.0	-14.0	-4.0	15.1	0.0	15.1	4.2	0.4	3.8	-0.8	-3.5	2.7	-0.5	-0.3	-0.2	
DEMOTIONS	#	112	28	84	59	14	45	29	6	23	13	2	11	10	6	4	1	0	1	62
	%	100	25.0	75.0	52.7	12.5	40.2	25.9	5.4	20.5	11.6	1.8	9.8	8.9	5.4	3.6	0.9	0.0	0.9	55.4
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-28.4	28.4	-4.4	-18.4	14.0	11.0	-1.8	12.8	-2.6	-5.6	3.0	-4.1	-2.1	-1.9	0.3	-0.3	0.6	
LAYOFFS	#	177	65	112	98	37	61	35	12	23	28	11	17	16	5	11	0	0	0	87
	%	100	36.7	63.3	55.4	20.9	34.5	19.8	6.8	13.0	15.8	6.2	9.6	9.0	2.8	6.2	0.0	0.0	0.0	49.2
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-16.7	16.7	-1.7	-10.0	8.3	4.9	-0.4	5.3	1.6	-1.2	2.8	-4.0	-4.7	0.7	-0.6	-0.3	-0.3	
TRANSFERS	#	1,734	615	1,119	687	294	393	599	147	452	211	86	125	229	85	144	8	3	5	983
	%	100	35.5	64.5	39.7	17.0	22.7	34.6	8.5	26.1	12.2	5.0	7.2	13.2	4.9	8.3	0.5	0.2	0.3	56.7
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-17.9	17.9	-17.4	-13.9	-3.5	19.7	1.3	18.4	-2.0	-2.4	0.4	0.2	-2.6	2.8	-0.1	-0.1	0.0	

[Table 18]

**COUNTY OF ALAMEDA
EMPLOYMENT ACTIVITY SUMMARY REPORT - CALENDAR YEAR 1994**

ACTIVITY		ALL			WHITE			BLACK			ASIAN			HISPANIC			NATIVE AM.			40 or OVER
		TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
NEW HIRES	#	1,237	439	798	512	189	323	362	114	248	263	100	163	88	32	56	12	4	8	494
	%	100	35.5	64.5	41.4	15.3	26.1	29.2	9.2	20	21.3	8.1	13.2	7.1	2.6	4.5	0.9	0.3	0.6	39.9
Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3	
Under/Over Utilization			-17.9	17.9	-15.7	-15.6	-0.1	14.3	2.0	12.3	7.1	0.7	6.4	-5.9	-4.9	-1.0	0.3	0.0	0.3	
TERMINATIONS	#	1,094	392	702	506	187	319	338	93	245	160	69	91	80	38	42	10	5	5	555
	%	100	35.8	64.2	46.3	17.1	29.2	30.9	8.5	22.4	14.6	6.3	8.3	7.3	3.5	3.8	1	0.5	0.5	50.7
Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3	
Under/Over Utilization			-17.6	17.6	-10.8	-13.8	3.0	16.0	1.3	14.7	0.4	-1.1	1.5	-5.7	-4.0	-1.7	0.4	0.2	0.2	
PROMOTIONS	#	826	296	530	305	144	161	245	58	187	163	58	105	110	34	76	3	2	1	323
	%	100	35.8	64.2	36.9	17.4	19.5	29.6	7	22.6	19.7	7	12.7	13.3	4.1	9.2	0.3	0.2	0.1	39.1
Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3	
Under/Over Utilization			-17.6	17.6	-20.2	-13.5	-6.7	14.7	-0.2	14.9	5.5	-0.4	5.9	0.3	-3.4	3.7	-0.3	-0.1	-0.2	
DEMOTIONS	#	75	19	56	18	5	13	27	5	22	19	9	10	11	0	11	0	0	0	41
	%	100	25.3	74.7	24	6.7	17.3	36	6.7	29.3	25.3	12	13.3	14.7	0	14.7	0	0	0	54.7
Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3	
Under/Over Utilization			-28.1	28.1	-33.1	-24.2	-8.9	21.1	-0.5	21.6	11.1	4.6	6.5	1.7	-7.5	9.2	-0.6	-0.3	-0.3	
TRANSFERS	#	2,681	836	1,845	1072	422	650	883	172	711	398	143	255	316	94	222	12	5	7	1448
	%	100	31.2	68.8	39.9	15.7	24.2	32.9	6.4	26.5	14.8	5.3	9.5	11.8	3.5	8.3	0.5	0.2	0.3	54
Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3	
Under/Over Utilization			-22.2	22.2	-17.2	-15.2	-2.0	18.0	-0.8	18.8	0.6	-2.1	2.7	-1.2	-4.0	2.8	-0.1	-0.1	0.0	

[Table 19]

**COUNTY OF ALAMEDA
EMPLOYMENT ACTIVITY SUMMARY REPORT - CALENDAR YEAR 1995**

ACTIVITY		ALL			WHITE			BLACK			ASIAN			HISPANIC			NATIVE AM.			40 or OVER
		TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
NEW HIRES	#	887	374	513	401	181	220	209	73	136	158	76	82	114	40	74	5	4	1	302
	%	100	42.2	57.8	45.2	20.4	24.8	23.5	8.2	15.3	17.8	8.6	9.2	12.8	4.5	8.3	0.6	0.5	0.1	34
	Available Labor	%	100	53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-11.2	11.2	-11.9	-10.5	-1.4	8.6	1.0	7.6	3.6	1.2	2.4	-0.2	-3.0	2.8	0.0	0.2	-0.2	
TERMINATIONS	#	1,059	375	684	482	180	302	300	98	202	165	65	100	107	30	77	5	2	3	548
	%	100	35.4	64.6	45.5	17	28.5	28.4	9.3	19.1	15.5	6.1	9.4	10.1	2.8	7.3	0.5	0.2	0.3	51.7
	Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-18.0	18.0	-11.6	-13.9	2.3	13.5	2.1	11.4	1.3	-1.3	2.6	-2.9	-4.7	1.8	-0.1	-0.1	0.0	
PROMOTIONS	#	675	294	381	280	142	138	179	61	118	150	64	86	62	24	38	4	3	1	300
	%	100	43.6	56.4	41.4	21	20.4	26.5	9	17.5	22.2	9.5	12.7	9.2	3.6	5.6	0.5	0.4	0.1	44.4
	Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-9.8	9.8	-15.7	-9.9	-5.8	11.6	1.8	9.8	8.0	2.1	5.9	-3.8	-3.9	0.1	-0.1	0.1	-0.2	
DEMOTIONS	#	88	39	49	27	12	15	35	15	20	10	8	2	15	3	12	1	1	0	56
	%	100	44.3	55.7	30.6	13.6	17	39.7	17	22.7	11.4	9.1	2.3	17	3.4	13.6	1.1	1.1	0	63.6
	Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-9.1	9.1	-26.5	-17.3	-9.2	24.8	9.8	15.0	-2.8	1.7	-4.5	4.0	-4.1	8.1	0.5	0.8	-0.3	
LAYOFFS	#	24	13	11	16	8	8	5	3	2	2	1	1	1	1	0	0	0	0	15
	%	100	54.2	45.8	66.6	33.3	33.3	20.8	12.5	8.3	8.4	4.2	4.2	4.2	4.2	0	0	0	0	62.5
	Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			0.8	-0.8	9.5	2.4	7.1	5.9	5.3	0.6	-5.8	-3.2	-2.6	-8.8	-3.3	-5.5	-0.6	-0.3	-0.3	
TRANSFERS	#	1,548	494	1,054	503	231	272	568	110	458	261	94	167	205	51	154	11	8	3	876
	%	100	31.9	68.1	32.5	14.9	17.6	36.7	7.1	29.6	16.9	6.1	10.8	13.2	3.3	9.9	0.7	0.5	0.2	56.6
	Available Labor	%		53.4	46.6	57.1	30.9	26.2	14.9	7.2	7.7	14.2	7.4	6.8	13	7.5	5.5	0.6	0.3	0.3
Under/Over Utilization			-21.5	21.5	-24.6	-16.0	-8.6	21.8	-0.1	21.9	2.7	-1.3	4.0	0.2	-4.2	4.4	0.1	0.2	-0.1	

Appendix 1

Constitutional and Statutory Provisions on Equal Employment Opportunity and Affirmative Action

FEDERAL AND STATE CONSTITUTIONAL AND STATUTORY PROVISIONS ON EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

UNITED STATES CONSTITUTION

Fourteenth Amendment

Ratified in 1868, this Amendment provides that no state or local government shall deny any person equal protection of law or due process of law. It applies to all activities of all state and local governments, including their role as employers. In addition to other obligations that are, strictly speaking, outside the EEO sphere, it requires that state and local governments provide equal employment opportunity.

FEDERAL STATUTES AND EXECUTIVE ORDERS

Public Health Services Act 1943

As amended in 1971, prohibits sex discrimination in federally funded health training facilities.

Equal Pay Act of 1963

Amended the Fair Labor Standards Act of 1938 (which established a federal minimum wage, overtime pay, and child labor laws) to include a prohibition against pay differentials based on sex. All businesses that must pay employees minimum wage are prohibited from discriminating on the basis of sex in determining wages for workers.

Title VI, Civil Rights Act of 1964

Prohibits discrimination on the basis of race, color, or national origin in programs and activities where the primary object of federal assistance is to provide employment.

Title VII, Civil Rights Act of 1964

Prohibits discrimination in employment based on sex as well as race, color, religion, or national origin and provides "equitable relief" - back pay, reinstatement and injunctive relief - for victims of job bias. The act makes it unlawful to discriminate in hiring or firing; wages; fringe benefits; classifying, referring, assigning, or promoting employees; extending or assigning facilities; training, retraining, or apprenticeships; or any other terms, conditions, or privileges of employment. As amended by the Equal Employment Opportunity Act of 1972, Title VII covers most employers of 15 or more employees, public and private employment agencies, labor unions with 15 or more members, and joint labor-management committees for apprenticeships and training.

Executive Order 11141, (1964)

Prohibits age discrimination by federal contractors except on the basis of a bona fide occupational qualification.

Executive Order 11246 (1965)

As amended, prohibits employment discrimination on the basis of race, color, religion, national origin, or sex in institutions or agencies with federal contracts over \$10,000. Institutions or agencies covered under this Executive Order must observe nondiscriminatory practices in hiring, discharge, promotion, wages, benefits, training, and all other conditions of employment. Institutions or agencies with federal contracts or grants of \$50,000 or more and fifty or more employees are required to develop written affirmative action plans to actively overcome the effects of past discrimination and to facilitate optimal use of qualified women and minorities throughout the work force.

Revised Order No. 4

Provides detailed guidelines for federal contractors on the development of a written affirmative action plan required by Executive Order 11246.

Revised Order No. 14

Provides guidance to federal contractors on the enforcement and evaluation of written affirmative action plans.

Age Discrimination in Employment Act (ADEA), 1967

As amended in 1974, prohibits age-based employment discrimination against any individuals 40 years of age and older.

Older Worker Benefit Protection Act

Amends the ADEA to forbid age discrimination in employee benefits and to establish minimum standards for determining the validity of waivers of claims under the ADEA.

Architectural Barriers Act of 1968

Requires that certain buildings and facilities owned, occupied (leased) or financed by the federal government be designed, constructed or altered so as to be accessible to and usable by physically disabled people.

Intergovernmental Personnel Act of 1970

Designed to encourage the development of state and local government personnel merit systems by requiring agencies or programs of state and local governments that receive grants-in-aid from a federal agency to develop and implement such systems. State or local government units receiving funds covered by the act are prohibited by regulation from discriminating on the basis of race, national origin, political or religious affiliation or opinions, age, sex, physical disability, or any other characteristics that is unrelated to merit, unless it is bona fide occupational qualification.

The Equal Employment Opportunity Act of 1972

An amendment to the Civil Rights Act of 1964 which adds sex and religion to Title VII portion and extends Equal Employment Opportunity to state, local and municipal organizations, all employment agencies (private and public), and to labor organizations. This act empowers EEOC to bring civil action against any organization that is alleged to practice discrimination. It also gives individuals the right to take a complaint directly to a court of law.

Vietnam Era Veterans Act, 1972

Requires all federal government contractors to take affirmative action to employ and promote Vietnam era veterans.

Title IX, 1972 Education Amendments to Civil Rights Act

Prohibits sex discrimination by educational institutions receiving federal funds.

General Revenue Sharing, 1972

Prohibits discrimination based on race, color, sex, national origin in programs funded by General Revenue Sharing.

The Rehabilitation Act of 1973

Prohibits federal agencies and their grantees and contractors from discriminating against people based on disability in employment programs and activities.

Section 502, Rehabilitation Act of 1973

Established the Architectural and Transportation Barriers Compliance Board to ensure enforcement of the architectural Barriers Act of 1968 and accessibility standards for federally owned, occupied or leased buildings or facilities.

Section 503, Rehabilitation Act of 1973

Mandates affirmative action to employ and advance in employment qualified people with disabilities and applies to all federal contractors and subcontractors with contracts of \$10,000 or more.

Section 504, Rehabilitation Act of 1973

Prohibits discrimination against qualified individuals with disabilities in federally funded programs and activities.

Immigration Reform and Control Act (IRCA) of 1986

Prohibits discrimination on the basis of citizenship or national origin against any individual (other than an unauthorized alien). Under amendments to IRCA by the Immigration Act of 1990, two new offenses were added to the law's immigration-related unfair employment practices: (1) retaliation and (2) documentation abuse - demanding more or different documents than required or refusing to honor documents that appear reasonably genuine on their faces.

Civil Rights Restoration Act of 1988

Provides that four federal civil rights statutes - Section 504 of the Rehabilitation Act, the Age Discrimination Act of 1975, Title IX of the Education Amendments Act of 1972, and Title VI of the Civil Rights Act of 1964 - apply to an entire institution if any part of it receives federal financial assistance. It also amended the Rehabilitation Act to specify that people with contagious diseases are considered disabled, and therefore protected by the act, provided they do not pose a direct threat to the health and safety of others.

Americans With Disabilities Act, 1990

Prohibits discrimination against individuals with disabilities in employment (Title I), public services and transportation (Title II), public accommodations (Title III), and telecommunication services (Title IV). Covered employers may not discriminate against a "qualified individual with a disability" in regard to job applications, hiring, advancement, discharge, compensation, training, or other terms, conditions, or privileges of employment. Also, employers may not refuse to promote or provide training to workers who are or become disabled, and must pay employees with disabilities the same salary as they would non-disabled workers holding the same or similar jobs. Moreover, employers may not fire a worker who develops a disability, including a disease such as cancer or AIDS, so long as that individual remains qualified and able to perform the duties of the job with reasonable accommodation.

Civil Rights Act of 1991

Amends the Civil Rights Act of 1964 to restore and strengthen civil rights laws against discrimination in employment. Changes statute of limitation from 180 days to 2 years, provides for jury trial of discrimination cases, and for compensatory and punitive damages.

Family and Medical Leave Act of 1993

Requires employers to provide eligible employees with up to 12 weeks of unpaid, job-related leave each year to care for a newborn or newly placed adopted or foster child; to care for a seriously ill child, spouse, or parent; or to tend to the employee's own illness. It is unlawful for employers to interfere with employees' exercise of rights or to discharge, discriminate, or retaliate against employees who exercise their rights under the FMLA.

CALIFORNIA CONSTITUTION

Article 1, Section 8

Disqualification from business, profession, vocation or employment based on sex, race, creed, color or ethnic origin is prohibited.

Article 1, Section 17

Equal Protection Guarantee.

CALIFORNIA STATUTES

Government Code Section 12900 et seq.

The Fair Employment and Housing Act. Prohibits an employer from discriminating on the basis of race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status, and sex.

Government Code Section 12927(a)

Defines affirmative action to mean any activity for the purpose of eliminating discrimination in housing accommodation.

Civil Code Section 51 (Unruh Civil Rights Act)

Guarantees the right to full and equal accommodations, advantages, facilities, privileges, or services in all business establishments regardless of sex, race, color, religion, ancestry, national origin, or disability.

Public Contract Code Section 10115 et seq.

Minority and Women Business Participation Goals for State Contracts. In awarding contracts, state agencies shall consider the efforts of a bidder to meet minority business enterprise, women business enterprise, and disabled veteran business goals.

Government Code Section 16850 et seq.

Minority and Women Business Participation Goals for Professional Bond Services. Establishes statewide goals for each state agency of not less than 15 percent for minority business enterprises and 5 percent for women business enterprises in awarding contracts for professional bond services.

Appendix 2

Agency / Department Employment Practice Data

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: NEW HIRES

DEPARTMENT		TOTALS			MALE					FEMALE					40 or
		M	F		W	B	A	H	NA	W	B	A	H	NA	OVER
AGRICULTURE	#	15	10	5	9	0	1	0	0	2	1	0	1	1	3
	%	100	66.7	33.3	60	0	6.7	0	0	13.3	6.7	0	6.7	6.7	20
ASSESSOR	#	15	7	8	4	1	1	0	1	2	2	4	0	0	7
	%	100	46.7	53.3	26.7	6.7	6.7	0	6.7	13.3	13.3	26.7	0	0	46.7
AUDITOR-CONTROLLER	#	6	2	4	1	0	1	0	0	1	0	3	0	0	2
	%	100	33.3	66.7	16.7	0	16.7	0	0	16.7	0	50	0	0	33.3
BOARD OF SUPERVISORS	#	9	3	6	1	2	0	0	0	5	0	1	0	0	4
	%	100	33.3	66.7	11.1	22.2	0	0	0	55.6	0	11.1	0	0	44.4
COUNTY ADMINISTRATOR	#	2	1	1	0	1	0	0	0	0	0	0	0	1	0
	%	100	50	50	0	50	0	0	0	0	0	0	0	50	0
DISTRICT ATTORNEY	#	39	6	33	5	0	0	1	0	24	3	1	5	0	7
	%	100	15.4	84.6	12.8	0	0	2.6	0	61.5	7.7	2.6	12.8	0	17.9
GENERAL SERVICES	#	10	9	1	4	2	2	0	1	1	0	0	0	0	9
	%	100	90	10	40	20	20	0	10	10	0	0	0	0	90
HEALTH CARE SERVICES	#	438	161	277	81	39	24	16	1	106	97	55	18	1	161
	%	100	36.8	63.2	18.5	8.9	5.5	3.7	0.2	24.2	22.1	12.6	4.1	0.2	36.8
DATA PROCESSING	#	6	4	2	2	1	1	0	0	1	1	0	0	0	3
	%	100	66.7	33.3	33.3	16.7	16.7	0	0	16.7	16.7	0	0	0	50
LIBRARY	#	28	4	24	3	0	1	0	0	22	0	1	1	0	18
	%	100	14.3	85.7	10.7	0	3.6	0	0	78.6	0	3.6	3.6	0	64.3
MUNICIPAL COURTS	#	25	10	15	1	6	1	2	0	11	1	3	0	0	13
	%	100	40	60	4	24	4	8	0	44	4	12	0	0	52
PERSONNEL & LABOR REL.	#	23	5	18	0	2	1	2	0	3	4	6	5	0	7
	%	100	21.7	78.3	0	8.7	4.3	8.7	0	13	17.4	26.1	21.7	0	30.4
PLANNING	#	7	5	2	3	1	0	1	0	1	1	0	0	0	1
	%	100	71.4	28.6	42.9	14.3	0	14.3	0	14.3	14.3	0	0	0	14.3
PROBATION	#	51	23	28	9	12	2	0	0	16	11	1	0	0	30
	%	100	45.1	54.9	17.6	23.5	3.9	0	0	31.4	21.6	2	0	0	58.8
PUBLIC DEFENDER	#	16	7	9	7	0	0	0	0	5	0	0	4	0	4
	%	100	43.8	56.3	43.8	0	0	0	0	31.3	0	0	25	0	25
PUBLIC WORKS	#	62	49	13	27	2	17	3	0	6	1	1	5	0	22
	%	100	79	21	43.5	3.2	27.4	4.8	0	9.7	1.6	1.6	8.1	0	35.5
REGISTRAR OF VOTERS	#	52	16	36	4	7	4	1	0	9	22	4	1	0	21
	%	100	30.8	69.2	7.7	13.5	7.7	1.9	0	17.3	42.3	7.7	1.9	0	40.4
SHERIFF'S DEPARTMENT	#	23	11	12	6	2	2	1	0	6	2	3	1	0	8
	%	100	47.8	52.2	26.1	8.7	8.7	4.3	0	26.1	8.7	13	4.3	0	34.8
SOCIAL SERVICES AGENCY	#	190	40	150	12	9	14	5	0	39	64	21	26	0	69
	%	100	21.1	78.9	6.3	4.7	7.4	2.6	0	20.5	33.7	11.1	13.7	0	36.3
SUPERIOR COURT	#	8	3	5	1	1	1	0	0	5	0	0	0	0	5
	%	100	37.5	62.5	12.5	12.5	12.5	0	0	62.5	0	0	0	0	62.5
TREASURER-TAX COLL.	#	19	6	13	0	2	4	0	0	4	5	4	0	0	13
	%	100	31.6	68.4	0	10.5	21.1	0	0	21.1	26.3	21.1	0	0	68.4
COUNTY TOTAL	#	1044	382	662	180	90	77	32	3	269	215	108	67	3	407
	%	100	36.6	63.4	17.2	8.6	7.4	3.1	0.3	25.8	20.6	10.3	6.4	0.3	39

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: TERMINATIONS (VOLUNTARY & INVOLUNTARY)

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
DISTRICT ATTORNEY	#	1	1	0	1	0	0	0	0	0	0	0	0	0	1
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	100
AGRICULTURE	#	17	11	6	8	0	2	1	0	2	1	0	2	1	2
	%	100	64.7	35.3	47.1	0	11.8	5.9	0	11.8	5.9	0	11.8	5.9	11.8
ASSESSOR	#	20	13	7	8	1	4	0	0	0	5	2	0	0	14
	%	100	65.0	35.0	40.0	5.0	20.0	0	0	0	25	10	0	0	70.0
AUDITOR-CONTROLLER	#	11	3	8	2	0	1	0	0	2	2	4	0	0	6
	%	100	27.3	72.7	18.2	0	9.1	0	0	18.2	18.2	36.4	0	0	54.5
BOARD OF SUPE.	#	4	2	2	0	2	0	0	0	1	1	0	0	0	2
	%	100	50	50	0	50	0	0	0	25	25	0	0	0	50
CLERK, BOARD OF SUPE.	#	3	0	3	0	0	0	0	0	2	0	1	0	0	2
	%	100	0	100	0	0	0	0	0	66.7	0	33.3	0	0	66.7
COUNTY ADMINISTRATOR	#	3	2	1	2	0	0	0	0	0	1	0	0	0	1
	%	100	66.7	33.3	66.7	0	0	0	0	0	33.3	0	0	0	33.3
DISTRICT ATTORNEY	#	27	11	16	9	0	1	1	0	12	1	2	1	0	14
	%	100	40.7	59.3	33.3	0	3.7	3.7	0	44.4	3.7	7.4	3.7	0	51.9
GENERAL SERVICES	#	33	22	11	9	6	3	2	2	4	6	0	1	0	27
	%	100	66.7	33.3	27.3	18.2	9.1	6.1	6.1	12.1	18.2	0	3.0	0	81.8
HEALTH CARE SERVICES	#	542	167	375	82	43	35	7	0	158	137	51	29	0	310
	%	100	30.8	69.2	15.1	7.9	6.5	1.3	0	29.2	25.3	9.4	5.4	0	57.2
DATA PROCESSING	#	14	10	4	6	2	2	0	0	4	0	0	0	0	6
	%	100	71.4	28.6	42.9	14.3	14.3	0	0	28.6	0	0	0	0	42.9
LIBRARY	#	45	7	38	4	0	3	0	0	33	2	2	1	0	26
	%	100	15.6	84.4	8.9	0	6.7	0	0	73.3	4.4	4.4	2.2	0	57.8
MUNICIPAL COURTS	#	37	10	27	6	3	1	0	0	18	6	1	2	0	21
	%	100	27.0	73.0	16.2	8.1	2.7	0	0	48.6	16.2	2.7	5.4	0	56.8
PERSONNEL & LABOR REL.	#	7	1	6	1	0	0	0	0	3	1	1	1	0	5
	%	100	14.3	85.7	14.3	0	0	0	0	42.9	14.3	14.3	14.3	0	71.4
PLANNING	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	0
PROBATION	#	61	41	20	22	15	1	3	0	14	4	2	0	0	49
	%	100	67.2	32.8	36.1	24.6	1.6	4.9	0	23.0	6.6	3.3	0.0	0	80.3
PUBLIC DEFENDER	#	20	10	10	8	1	0	1	0	5	4	1	0	0	9
	%	100	50.0	50.0	40.0	5	0.0	5.0	0	25.0	20.0	5.0	0.0	0	45.0
PUBLIC WORKS	#	54	36	18	24	3	6	3	0	11	1	3	3	0	29
	%	100	66.7	33.3	44.4	5.6	11.1	5.6	0	20.4	1.9	5.6	5.6	0	53.7
REGISTRAR OF VOTERS	#	25	5	20	1	3	1	0	0	5	12	2	1	0	12
	%	100	20.0	80.0	4.0	12	4.0	0	0	20.0	48.0	8.0	4.0	0	48.0
SHERIFF'S DEPARTMENT	#	74	38	36	26	8	1	3	0	11	14	7	4	0	37
	%	100	51.4	48.6	35.1	10.8	1.4	4.1	0	14.9	18.9	9.5	5.4	0	50.0
SOCIAL SERVICES AGENCY	#	117	30	87	15	9	3	3	0	35	36	6	10	0	88
	%	100	25.6	74.4	12.8	7.7	2.6	2.6	0	29.9	30.8	5.1	8.5	0	75.2
SUPERIOR COURT	#	27	9	18	7	2	0	0	0	14	2	1	1	0	18
	%	100	33.3	66.7	25.9	7.4	0	0	0	51.9	7.4	3.7	3.7	0	66.7
TREASURER-TAX COLL.	#	17	7	10	0	2	5	0	0	3	5	2	0	0	12
	%	100	41.2	58.8	0	11.8	29.4	0	0	17.6	29.4	11.8	0	0	70.6
WEIGHTS AND MEASURES	#	2	2	0	2	0		0	0	0	0	0	0	0	2
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	100
COUNTY TOTAL	#	1162	439	723	244	100	69	24	2	337	241	88	58	1	693
	%	100	37.8	62.2	21.0	8.6	5.9	2.1	0.2	29.0	20.7	7.6	4.8	0.1	59.6

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: PROMOTIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	4	2	2	2	0	0	0	0	2	0	0	0	0	0
	%	100	50	50	50	0	0	0	0	50	0	0	0	0	0
ASSESSOR	#	12	3	9	1	0	1	1	0	2	3	4	0	0	6
	%	100	25	75	8.3	0	8.3	8.3	0	16.7	25	33.3	0	0	50
AUDITOR-CONTROLLER	#	12	2	10	0	0	1	1	0	3	2	5	0	0	7
	%	100	16.7	83.3	0	0	8.3	8.3	0	25	16.7	41.7	0	0	58.3
DISTRICT ATTORNEY	#	26	13	13	7	3	1	2	0	7	1	2	3	0	10
	%	100	50	50	26.9	11.5	3.8	7.7	0	26.9	3.8	7.7	11.5	0	38.5
GENERAL SERVICES	#	8	3	5	0	1	1	1	0	3	0	2	0	0	5
	%	100	37.5	62.5	0	12.5	12.5	12.5	0	37.5	0	25	0	0	62.5
HEALTH CARE SERVICES	#	236	85	151	39	17	19	10	0	58	52	25	16	0	64
	%	100	36	64	16.5	7.2	8.1	4.2	0	24.6	22	10.6	6.8	0	27.1
DATA PROCESSING	#	17	15	2	11	1	3	0	0	0	1	1	0	0	7
	%	100	88.2	11.8	64.7	5.9	17.6	0	0	0	5.9	5.9	0	0	41.2
LIBRARY	#	19	4	15	2	0	0	2	0	13	1	0	1	0	11
	%	100	21.1	78.9	10.5	0	0	10.5	0	68.4	5.3	0	5.3	0	57.9
MUNICIPAL COURTS	#	12	5	7	3	1	1	0	0	4	1	2	0	0	7
	%	100	41.7	58.3	25	8.3	8.3	0	0	33.3	8.3	16.7	0	0	58.3
PERSONNEL & LABOR REL.	#	5	0	5	0	0	0	0	0	0	2	0	3	0	1
	%	100	0	100	0	0	0	0	0	0	40	0	60	0	20
PLANNING	#	11	5	6	1	1	2	1	0	3	1	2	0	0	1
	%	100	45.5	54.5	9.1	9.1	18.2	9.1	0	27.3	9.1	18.2	0	0	9.1
PROBATION	#	43	19	24	12	4	2	1	0	10	12	1	1	0	22
	%	100	44.2	55.8	27.9	9.3	4.7	2.3	0	23.3	27.9	2.3	2.3	0	51.2
PUBLIC DEFENDER	#	5	1	4	1	0	0	0	0	2	1	1	0	0	3
	%	100	20	80	20	0	0	0	0	40	20	20	0	0	60
PUBLIC WORKS	#	29	21	8	10	4	5	2	0	7	0	0	1	0	11
	%	100	72.4	27.6	34.5	13.8	17.2	6.9	0	24.1	0	0	3.4	0	37.9
RETIREMENT	#	2	0	2	0	0	0	0	0	1	0	0	1	0	1
	%	100	0	100	0	0	0	0	0	50	0	0	50	0	50
SHERIFF'S DEPARTMENT	#	42	25	17	18	6	0	1	0	8	7	1	1	0	17
	%	100	59.5	40.5	42.9	14.3	0	2.4	0	19	16.7	2.4	2.4	0	40.5
SOCIAL SERVICES AGENCY	#	186	37	149	8	9	15	5	0	25	68	26	29	1	94
	%	100	19.9	80.1	4.3	4.8	8.1	2.7	0	13.4	36.6	14	15.6	0.5	50.5
SUPERIOR COURT	#	9	3	6	0	1	2	0	0	3	3	0	0	0	4
	%	100	33.3	66.7	0	11.1	22.2	0	0	33.3	33.3	0	0	0	44.4
TREASURER-TAX COLL.	#	1	1	0	0	1	0	0	0	0	0	0	0	0	1
	%	100	100	0	0	100	0	0	0	0	0	0	0	0	100
COUNTY TOTAL	#	679	244	435	115	49	53	27	0	151	155	72	56	1	272
	%	100	35.9	64.1	16.9	7.2	7.8	4	0	22.2	22.8	10.6	8.2	0.1	40.1

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: DEMOTIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or
		M	F		W	B	A	H	NA	W	B	A	H	NA	OVER
AGRICULTURE	#	2	2	0	1	0	0	1	0	0	0	0	0	0	1
	%	100	100	0	50	0	0	50	0	0	0	0	0	0	50
AUDITOR-CONTROLLER	#	4	1	3	1	0	0	0	0	2	1	0	0	0	2
	%	100	25	75	25	0	0	0	0	50	25	0	0	0	50
GENERAL SERVICES	#	2	1	1	0	0	0	1	0	0	0	1	0	0	0
	%	100	50	50	0	0	0	50	0	0	0	50	0	0	0
HEALTH CARE SERVICES	#	67	15	52	8	5	1	1	0	22	22	5	2	1	41
	%	100	22.4	77.6	11.9	7.5	1.5	1.5	0	32.8	32.8	7.5	3.0	1.5	61.2
DATA PROCESSING	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0
	%	100	100	0	0	0	100	0	0	0	0	0	0	0	0
LIBRARY	#	20	4	16	3	0	0	1	0	15	0	0	1	0	11
	%	100	20	80	15	0	0	5	0	75	0	0	5	0	55
PUBLIC WORKS	#	3	2	1	0	0	0	2	0	1	0	0	0	0	2
	%	100	66.7	33.3	0	0	0	66.7	0	33.3	0	0	0	0	66.7
SHERIFF'S DEPARTMENT	#	3	1	2	1	0	0	0	0	2	0	0	0	0	1
	%	100	33.3	66.7	33.3	0	0	0	0	66.7	0	0	0	0	33.3
SOCIAL SERVICES AGENCY	#	8	1	7	0	1	0	0	0	1	0	5	1	0	3
	%	100	12.5	87.5	0.0	12.5	0	0	0	12.5	0	62.5	12.5	0	37.5
SUPERIOR COURT	#	2	0	2	0	0	0	0	0	2	0	0	0	0	1
	%	100	0	100	0	0	0	0	0	100	0	0	0	0	50
COUNTY TOTAL	#	112	28	84	14	6	2	6	0	45	23	11	4	1	62
	%	100	25.0	75.0	12.5	5.4	1.8	5.4	0	40.2	20.5	9.8	3.6	0.9	55.4

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: LAYOFFS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	6	4	2	3	0	1	0	0	1	1	0	0	0	2
	%	100	66.7	33.3	50	0	16.7	0	0	16.7	16.7	0	0	0	33.3
AUDITOR-CONTROLLER	#	1	1	0	0	1	0	0	0	0	0	0	0	0	1
	%	100	100	0	0	100	0	0	0	0	0	0	0	0	100
GENERAL SERVICES	#	15	10	5	5	3	2	0	0	0	1	2	2	0	8
	%	100	66.7	33.3	33.3	20	13.3	0	0	0	6.7	13.3	13.3	0	53.3
HEALTH CARE SERVICES	#	23	12	11	5	5	2	0	0	4	4	3	0	0	15
	%	100	52.2	47.8	21.7	21.7	8.7	0	0	17.4	17.4	13	0	0	65.2
LIBRARY	#	91	18	73	10	0	5	3	0	52	7	10	4	0	37
	%	100	19.8	80.2	11	0	5.5	3.3	0	57.1	7.7	11	4.4	0	40.7
PERSONNEL & LABOR REL.	#	18	4	14	0	1	1	2	0	0	9	2	3	0	10
	%	100	22.2	77.8	0	5.6	5.6	11.1	0	0	50	11.1	16.7	0	55.6
PROBATION	#	8	4	4	2	2	0	0	0	3	1	0	0	0	6
	%	100	50	50	25	25	0	0	0	37.5	12.5	0	0	0	75
PUBLIC DEFENDER	#	3	0	3	0	0	0	0	0	1	0	0	2	0	1
	%	100	0	100	0	0	0	0	0	33.3	0	0	66.7	0	33.3
SHERIFF'S DEPARTMENT	#	12	12	0	12	0	0	0	0	0	0	0	0	0	7
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	58.3
COUNTY TOTAL	#	177	65	112	37	12	11	5	0	61	23	17	11	0	87
	%	100	36.7	63.3	20.9	6.8	6.2	2.8	0	34.5	13	9.6	6.2	0	49.2

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1993

ACTIVITY: TRANSFERRED VOLUNTARILY

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
DISTRICT ATTORNEY	#	1	1	0	1	0	0	0	0	0	0	0	0	0	1
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	100
AGRICULTURE	#	12	9	3	8	0	1	0	0	1	1	0	1	0	7
	%	100	75	25	66.7	0	8.3	0	0	8.3	8.3	0	8.3	0	58.3
AUDITOR-CONTROLLER	#	29	7	22	4	0	3	0	0	7	4	9	2	0	18
	%	100	24.1	75.9	13.8	0	10.3	0	0	24.1	13.8	31	6.9	0	62.1
DISTRICT ATTORNEY	#	28	19	9	13	2	2	2	0	7	1	0	1	0	21
	%	100	67.9	32.1	46.4	7.1	7.1	7.1	0	25	3.6	0	3.6	0	75
GENERAL SERVICES	#	3	3	0	1	1	1	0	0	0	0	0	0	0	2
	%	100	100	0	33.3	33.3	33.3	0	0	0	0	0	0	0	66.7
HEALTH CARE SERVICES	#	324	88	236	28	37	13	9	1	97	84	26	26	3	210
	%	100	27.2	72.8	8.6	11.4	4	2.8	0.3	29.9	25.9	8	8	0.9	64.8
DATA PROCESSING	#	11	8	3	3	2	3	0	0	0	2	1	0	0	4
	%	100	72.7	27.3	27.3	18.2	27.3	0	0	0	18.2	9.1	0	0	36.4
LIBRARY	#	9	2	7	2	0	0	0	0	5	0	1	1	0	4
	%	100	22.2	77.8	22.2	0	0	0	0	55.6	0	11.1	11.1	0	44.4
MUNICIPAL COURTS	#	9	0	9	0	0	0	0	0	5	1	2	1	0	2
	%	100	0	100	0	0	0	0	0	55.6	11.1	22.2	11.1	0	22.2
PERSONNEL & LABOR REL.	#	2	1	1	1	0	0	0	0	0	0	0	1	0	1
	%	100	50	50	50	0	0	0	0	0	0	0	50	0	50
PLANNING	#	6	5	1	2	2	0	1	0	0	0	1	0	0	2
	%	100	83.3	16.7	33.3	33.3	0	16.7	0	0	0	16.7	0	0	33.3
PROBATION	#	105	44	61	27	14	1	1	1	35	19	3	4	0	83
	%	100	41.9	58.1	25.7	13.3	1	1	1	33.3	18.1	2.9	3.8	0	79
PUBLIC DEFENDER	#	4	0	4	0	0	0	0	0	3	1	0	0	0	2
	%	100	0	100	0	0	0	0	0	75	25	0	0	0	50
PUBLIC WORKS	#	4	3	1	3	0	0	0	0	0	0	0	1	0	0
	%	100	75	25	75	0	0	0	0	0	0	0	25	0	0
SHERIFF'S DEPARTMENT	#	304	218	86	153	38	6	20	1	50	27	5	4	0	145
	%	100	71.7	28.3	50.3	12.5	2	6.6	0.3	16.4	8.9	1.6	1.3	0	47.7
SOCIAL SERVICES AGENCY	#	881	207	674	48	51	56	52	0	182	311	77	102	2	481
	%	100	23.5	76.5	5.4	5.8	6.4	5.9	0	20.7	35.3	8.7	11.6	0.2	54.6
SUPERIOR COURT	#	2	0	2	0	0	0	0	0	1	1	0	0	0	0
	%	100	0	100	0	0	0	0	0	50	50	0	0	0	0
COUNTY TOTAL	#	1734	615	1119	294	147	86	85	3	393	452	125	144	5	983
	%	100	35.5	64.5	17	8.5	5	4.9	0.2	22.7	26.1	7.2	8.3	0.3	56.7

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1994

ACTIVITY: NEW HIRES

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		#	M	F	W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	16	11	5	8	1	1	1	0	2	1	0	1	1	4
	%	100	68.8	31.3	50	6.3	6.3	6.3	0	12.5	6.3	0	6.3	6.3	25
ASSESSOR	#	15	3	12	1	2	0	0	0	1	2	9	0	0	4
	%	100	20	80	6.7	13.3	0	0	0	6.7	13.3	60	0	0	26.7
AUDITOR-CONTROLLER	#	18	10	8	4	0	3	3	0	1	2	3	2	0	7
	%	100	55.6	44.4	22.2	0	16.7	16.7	0	5.6	11.1	16.7	11.1	0	38.9
BOARD OF SUPERVISORS	#	4	0	4	0	0	0	0	0	2	1	1	0	0	4
	%	100	0	100	0	0	0	0	0	50	25	25	0	0	100
CLERK, BOARD OF SUPERV	#	3	1	2	1	0	0	0	0	0	1	1	0	0	3
	%	100	33.3	66.7	33.3	0	0	0	0	0	33.3	33.3	0	0	100
COUNTY ADMINISTRATOR	#	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	%	100	0	100	0	0	0	0	0	0	0	0	0	100	0
COUNTY COUNSEL	#	2	1	1	0	1	0	0	0	1	0	0	0	0	0
	%	100	50	50	0	50	0	0	0	50	0	0	0	0	0
DISTRICT ATTORNEY	#	55	21	34	14	4	2	1	0	23	5	3	3	0	12
	%	100	38.2	61.8	25.5	7.3	3.6	1.8	0	41.8	9.1	5.5	5.5	0	21.8
GENERAL SERVICES	#	31	24	7	9	7	3	4	1	4	3	0	0	0	12
	%	100	77.4	22.6	29	22.6	9.7	12.9	3.2	12.9	9.7	0	0	0	38.7
HEALTH CARE SERVICES	#	442	149	293	66	40	33	7	3	124	86	61	18	4	176
	%	100	33.7	66.3	14.9	9	7.5	1.6	0.7	28.1	19.5	13.8	4.1	0.9	39.8
DATA PROCESSING	#	14	13	1	8	3	2	0	0	1	0	0	0	0	8
	%	100	92.9	7.1	57.1	21.4	14.3	0	0	7.1	0	0	0	0	57.1
LIBRARY	#	64	15	49	5	1	6	3	0	37	6	2	4	0	38
	%	100	23.4	76.6	7.8	1.6	9.4	4.7	0	57.8	9.4	3.1	6.3	0	59.4
MUNICIPAL COURTS	#	10	6	4	5	1	0	0	0	3	1	0	0	0	5
	%	100	60	40	50	10	0	0	0	30	10	0	0	0	50
PERSONNEL & LABOR REL.	#	30	7	23	2	4	0	1	0	7	11	2	3	0	17
	%	100	23.3	76.7	6.7	13.3	0	3.3	0	23.3	36.7	6.7	10	0	56.7
PLANNING	#	27	6	21	3	1	2	0	0	13	4	1	3	0	10
	%	100	22.2	77.8	11.1	3.7	7.4	0	0	48.1	14.8	3.7	11.1	0	37
PROBATION	#	42	21	21	3	18	0	0	0	6	12	3	0	0	15
	%	100	50	50	7.1	42.9	0	0	0	14.3	28.6	7.1	0	0	35.7
PUBLIC DEFENDER	#	18	5	13	4	1	0	0	0	5	5	1	2	0	1
	%	100	27.8	72.2	22.2	5.6	0	0	0	27.8	27.8	5.6	11.1	0	5.6
PUBLIC WORKS	#	28	13	15	5	1	5	2	0	9	0	5	1	0	9
	%	100	46.4	53.6	17.9	3.6	17.9	7.1	0	32.1	0	17.9	3.6	0	32.1
REGISTRAR OF VOTERS	#	78	24	54	10	7	6	1	0	12	31	9	1	1	34
	%	100	30.8	69.2	12.8	9	7.7	1.3	0	15.4	39.7	11.5	1.3	1.3	43.6
RETIREMENT	#	2	0	2	0	0	0	0	0	1	0	0	1	0	1
	%	100	0	100	0	0	0	0	0	50	0	0	50	0	50
SHERIFF'S DEPARTMENT	#	54	36	18	26	5	2	3	0	8	6	1	2	1	8
	%	100	66.7	33.3	48.1	9.3	3.7	5.6	0	14.8	11.1	1.9	3.7	1.9	14.8
SOCIAL SERVICES AGENCY	#	238	59	179	11	15	27	6	0	47	64	54	14	0	103
	%	100	24.8	75.2	4.6	6.3	11.3	2.5	0	19.7	26.9	22.7	5.9	0	43.3
SUPERIOR COURT	#	25	6	19	3	1	2	0	0	11	5	2	1	0	9
	%	100	24	76	12	4	8	0	0	44	20	8	4	0	36
TREASURER-TAX COLL.	#	20	8	12	1	1	6	0	0	5	2	5	0	0	14
	%	100	40	60	5	5	30	0	0	25	10	25	0	0	70
COUNTY TOTAL	#	1237	439	798	189	114	100	32	4	323	248	163	56	8	494
	%	100	35.5	64.5	15.3	9.2	8.1	2.6	0.3	26.1	20.0	13.2	4.5	0.6	39.9

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1994

ACTIVITY: TERMINATIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	16	11	5	8	1	1	1	0	2	1	0	1	1	6
	%	100	68.8	31.3	50.0	6.3	6.3	6.3	0	12.5	6.3	0	6.3	6.3	37.5
ASSESSOR	#	15	4	11	4	0	0	0	0	4	2	4	1	0	9
	%	100	26.7	73.3	26.7	0	0	0	0	26.7	13.3	26.7	6.7	0	60.0
AUDITOR-CONTROLLER	#	25	7	18	3	1	3	0	0	8	6	3	1	0	18
	%	100	28.0	72.0	12.0	4.0	12.0	0	0	32.0	24.0	12.0	4.0	0	72.0
BOARD OF SUPERVISORS	#	5	2	3	1	0	1	0	0	2	1	0	0	0	4
	%	100	40.0	60.0	20.0	0	20.0	0	0	40.0	20.0	0	0	0	80.0
CLERK, BOARD OF SUPE.	#	1	0	1	0	0	0	0	0	0	0	1	0	0	1
	%	100	0	100	0	0	0	0	0	0	0	100	0	0	100
COUNTY ADMINISTRATOR	#	3	0	3	0	0	0	0	0	2	0	0	0	1	1
	%	100	0	100	0	0	0	0	0	66.7	0	0	0	33.3	33.3
COUNTY COUNSEL	#	1	0	1	0	0	0	0	0	1	0	0	0	0	1
	%	100	0	100	0	0	0	0	0	100	0	0	0	0	100
DISTRICT ATTORNEY	#	48	20	28	10	7	1	2	0	17	8	2	1	0	8
	%	100	41.7	58.3	20.8	14.6	2.1	4.2	0	35.4	16.7	4.2	2.1	0	16.7
GENERAL SERVICES	#	33	23	10	9	8	3	1	2	3	4	2	1	0	18
	%	100	69.7	30.3	27.3	24.2	9.1	3.0	6.1	9.1	12.1	6.1	3.0	0	54.5
HEALTH CARE SERVICES	#	411	132	279	61	31	21	18	1	136	86	41	14	2	205
	%	100	32.1	67.9	14.8	7.5	5.1	4.4	0.2	33.1	20.9	10.0	3.4	0.5	49.9
DATA PROCESSING	#	11	6	5	4	0	2	0	0	1	3	1	0	0	5
	%	100	54.5	45.5	36.4	0	18.2	0	0	9.1	27.3	9.1	0	0	45.5
LIBRARY	#	25	5	20	4	0	1	0	0	15	1	2	2	0	16
	%	100	20.0	80.0	16.0	0	4.0	0	0	60.0	4.0	8.0	8.0	0	64.0
MUNICIPAL COURTS	#	14	4	10	4	0	0	0	0	5	3	1	1	0	7
	%	100	28.6	71.4	28.6	0	0	0	0	35.7	21.4	7.1	7.1	0	50.0
PERSONNEL & LABOR REL.	#	10	4	6	3	0	0	1	0	2	3	1	0	0	4
	%	100	40.0	60.0	30.0	0	0	10.0	0	20.0	30.0	10.0	0	0	40.0
PLANNING	#	11	6	5	4	1	0	1	0	2	2	0	1	0	7
	%	100	54.5	45.5	36.4	9.1	0	9.1	0	18.2	18.2	0	9.1	0	63.6
PROBATION	#	43	20	23	8	9	2	1	0	12	7	3	1	0	31
	%	100	46.5	53.5	18.6	20.9	4.7	2.3	0	27.9	16.3	7.0	2.3	0	72.1
PUBLIC DEFENDER	#	20	5	15	5	0	0	0	0	7	5	2	1	0	11
	%	100	25.0	75.0	25.0	0	0	0	0	35.0	25.0	10.0	5.0	0	55.0
PUBLIC WORKS	#	47	29	18	12	5	10	1	1	14	1	0	3	0	21
	%	100	61.7	38.3	25.5	10.6	21.3	2.1	2.1	29.8	2.1	0	6.4	0	44.7
REGISTRAR OF VOTERS	#	75	23	52	9	7	5	2	0	9	33	7	2	1	32
	%	100	30.7	69.3	12.0	9.3	6.7	2.7	0	12.0	44.0	9.3	2.7	1.3	42.7
RETIREMENT	#	4	0	4	0	0	0	0	0	0	3	0	1	0	2
	%	100	0	100	0	0	0	0	0	0	75.0	0	25.0	0	50.0
SHERIFF'S DEPARTMENT	#	72	38	34	24	7	3	3	1	18	12	2	2	0	33
	%	100	52.8	47.2	33.3	9.7	4.2	4.2	1.4	25.0	16.7	2.8	2.8	0	45.8
SOCIAL SERVICES AGENCY	#	162	41	121	12	14	8	7	0	44	54	15	8	0	90
	%	100	25.3	74.7	7.4	8.6	4.9	4.3	0	27.2	33.3	9.3	4.9	0	55.6
SUPERIOR COURT	#	22	4	18	1	1	2	0	0	10	7	1	0	0	9
	%	100	18.2	81.8	4.5	4.5	9.1	0	0	45.5	31.8	4.5	0	0	40.9
TREASURER-TAX COLL.	#	20	8	12	1	1	6	0	0	5	3	3	1	0	16
	%	100	40.0	60.0	5.0	5.0	30.0	0	0	25.0	15.0	15.0	5.0	0	80.0
COUNTY TOTAL	#	109	392	702	187	93	69	38	5	319	245	91	42	5	555
	%	100	35.8	64.2	17.1	8.5	6.3	3.5	0.5	29.2	22.4	8.3	3.8	0.5	50.7

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1994

ACTIVITY: PROMOTIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
			M	F	W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	0
ASSESSOR	#	21	9	12	4	2	2	0	1	5	1	6	0	0	10
	%	100	42.9	57.1	19	9.5	9.5	0	4.8	23.8	4.8	28.6	0	0	47.6
AUDITOR-CONTROLLER	#	7	2	5	1	0	1	0	0	1	1	2	1	0	2
	%	100	28.6	71.4	14.3	0	14.3	0	0	14.3	14.3	28.6	14.3	0	28.6
DISTRICT ATTORNEY	#	33	19	14	14	2	1	2	0	11	0	0	3	0	17
	%	100	57.6	42.4	42.4	6.1	3	6.1	0	33.3	0	0	9.1	0	51.5
GENERAL SERVICES AGENC	#	13	5	8	3	0	1	1	0	3	3	2	0	0	6
	%	100	38.5	61.5	23.1	0	7.7	7.7	0	23.1	23.1	15.4	0	0	46.2
HEALTH CARE SERVICES	#	233	84	149	40	17	18	9	0	65	34	29	21	0	80
	%	100	36.1	63.9	17.2	7.3	7.7	3.9	0	27.9	14.6	12.4	9	0	34.3
DATA PROCESSING	#	16	13	3	9	1	2	1	0	0	1	2	0	0	6
	%	100	81.3	18.8	56.3	6.3	12.5	6.3	0	0	6.3	12.5	0	0	37.5
LIBRARY	#	5	0	5	0	0	0	0	0	2	1	1	1	0	2
	%	100	0	100	0	0	0	0	0	40	20	20	20	0	40
MUNICIPAL COURTS	#	6	2	4	2	0	0	0	0	2	2	0	0	0	3
	%	100	33.3	66.7	33.3	0	0	0	0	33.3	33.3	0	0	0	50
PERSONNEL & LABOR REL.	#	2	0	2	0	0	0	0	0	0	1	1	0	0	0
	%	100	0	100	0	0	0	0	0	0	50	50	0	0	0
PLANNING	#	16	7	9	5	0	1	1	0	3	5	1	0	0	8
	%	100	43.8	56.3	31.3	0	6.3	6.3	0	18.8	31.3	6.3	0	0	50
PROBATION	#	39	21	18	8	9	2	1	1	6	9	2	1	0	15
	%	100	53.8	46.2	20.5	23.1	5.1	2.6	2.6	15.4	23.1	5.1	2.6	0	38.5
PUBLIC DEFENDER	#	16	5	11	3	1	0	1	0	6	2	2	1	0	2
	%	100	31.3	68.8	18.8	6.3	0	6.3	0	37.5	12.5	12.5	6.3	0	12.5
PUBLIC WORKS	#	41	32	9	15	4	7	6	0	4	0	4	1	0	16
	%	100	78	22	36.6	9.8	17.1	14.6	0	9.8	0	9.8	2.4	0	39
REGISTRAR OF VOTERS	#	1	1	0	1	0	0	0	0	0	0	0	0	0	1
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	100
RETIREMENT	#	2	0	2	0	0	0	0	0	0	0	1	1	0	0
	%	100	0	100	0	0	0	0	0	0	0	50	50	0	0
SHERIFF'S DEPARTMENT	#	42	30	12	23	3	2	2	0	2	7	1	1	1	10
	%	100	71.4	28.6	54.8	7.1	4.8	4.8	0	4.8	16.7	2.4	2.4	2.4	23.8
SOCIAL SERVICES AGENCY	#	321	62	259	13	18	21	10	0	48	118	48	45	0	137
	%	100	19.3	80.7	4	5.6	6.5	3.1	0	15	36.8	15	14	0	42.7
SUPERIOR COURT	#	10	2	8	2	0	0	0	0	3	2	3	0	0	7
	%	100	20	80	20	0	0	0	0	30	20	30	0	0	70
TREASURER-TAX COLL.	#	1	1	0	0	1	0	0	0	0	0	0	0	0	1
	%	100	100	0	0	100	0	0	0	0	0	0	0	0	100
COUNTY TOTAL	#	826	296	530	144	58	58	34	2	161	187	105	76	1	323
	%	100	35.8	64.2	17.4	7.0	7.0	4.1	0.2	19.5	22.6	12.7	9.2	0.1	39.1

**COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1994**

ACTIVITY: DEMOTIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
ASSESSOR	#	4	3	1	2	0	1	0	0	1	0	0	0	0	3
	%	100	75	25	50	0	25	0	0	25	0	0	0	0	75
GENERAL SERVICES	#	1	1	0	0	1	0	0	0	0	0	0	0	0	1
	%	100	100	0	0	100	0	0	0	0	0	0	0	0	100
HEALTH CARE SERVICES	#	23	5	18	2	1	2	0	0	3	6	3	6	0	11
	%	100	21.7	78.3	8.7	4.3	8.7	0	0	13	26.1	13	26.1	0	47.8
LIBRARY	#	5	0	5	0	0	0	0	0	5	0	0	0	0	4
	%	100	0	100	0	0	0	0	0	100	0	0	0	0	80
PERSONNEL & LABOR REL.	#	1	0	1	0	0	0	0	0	0	0	0	1	0	0
	%	100	0	100	0	0	0	0	0	0	0	0	100	0	0
PROBATION	#	2	2	0	1	0	1	0	0	0	0	0	0	0	1
	%	100	100	0	50	0	50	0	0	0	0	0	0	0	50
PUBLIC DEFENDER	#	3	0	3	0	0	0	0	0	0	0	1	2	0	1
	%	100	0	100	0	0	0	0	0	0	0	33.3	66.7	0	33.3
SHERIFF'S DEPARTMENT	#	3	0	3	0	0	0	0	0	0	1	0	2	0	2
	%	100	0	100	0	0	0	0	0	0	33.3	0	66.7	0	66.7
SOCIAL SERVICES AGENCY	#	30	8	22	0	3	5	0	0	3	13	6	0	0	18
	%	100	26.7	73.3	0	10.0	16.7	0	0	10.0	43.3	20.0	0	0	60.0
SUPERIOR COURT	#	3	0	3	0	0	0	0	0	1	2	0	0	0	0
	%	100	0	100	0	0	0	0	0	33.3	66.7	0	0	0	0
COUNTY TOTAL	#	75	19	56	5	5	9	0	0	13	22	10	11	0	41
	%	100	25.3	74.7	6.7	6.7	12.0	0	0	17.3	29.3	13.3	14.7	0	54.7

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1994

ACTIVITY: TRANSFERRED VOLUNTARILY

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F		W	B	A	H	NA	W	B	A	H	NA	
AUDITOR-CONTROLLER	#	5	0	5	0	0	0	0	0	2	1	2	0	0	1
	%	100	0	100	0	0	0	0	0	40	20	40	0	0	20
DISTRICT ATTORNEY	#	23	16	7	12	2	1	1	0	6	1	0	0	0	16
	%	100	69.6	30.4	52.2	8.7	4.3	4.3	0	26.1	4.3	0	0	0	69.6
GENERAL SERVICES AGENCY	#	5	2	3	1	0	1	0	0	1	2	0	0	0	5
	%	100	40	60	20	0	20	0	0	20	40	0	0	0	100
HEALTH CARE SERVICES	#	806	286	520	136	71	49	28	2	211	188	80	41	0	437
	%	100	35.5	64.5	16.9	8.8	6.1	3.5	0.2	26.2	23.3	9.9	5.1	0	54.2
LIBRARY	#	1	0	1	0	0	0	0	0	1	0	0	0	0	1
	%	100	0	100	0	0	0	0	0	100	0	0	0	0	100
MUNICIPAL COURTS	#	14	2	12	1	0	0	1	0	9	1	1	0	1	4
	%	100	14.3	85.7	7.1	0	0	7.1	0	64.3	7.1	7.1	0	7.1	28.6
PERSONNEL & LABOR REL.	#	24	4	20	1	1	1	1	0	6	3	6	5	0	10
	%	100	16.7	83.3	4.2	4.2	4.2	4.2	0	25	12.5	25	20.8	0	41.7
PLANNING	#	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100	100	0	0	100	0	0	0	0	0	0	0	0	0
PROBATION	#	54	25	29	10	13	1	1	0	10	15	0	4	0	37
	%	100	46.3	53.7	18.5	24.1	1.9	1.9	0	18.5	27.8	0	7.4	0	68.5
PUBLIC DEFENDER	#	108	55	53	42	4	2	7	0	29	13	7	4	0	69
	%	100	50.9	49.1	38.9	3.7	1.9	6.5	0	26.9	12	6.5	3.7	0	63.9
PUBLIC WORKS	#	12	8	4	7	0	1	0	0	4	0	0	0	0	5
	%	100	66.7	33.3	58.3	0	8.3	0	0	33.3	0	0	0	0	41.7
SHERIFF'S DEPARTMENT	#	266	212	54	149	29	13	18	3	31	18	0	3	2	112
	%	100	79.7	20.3	56	10.9	4.9	6.8	1.1	11.7	6.8	0	1.1	0.8	42.1
SOCIAL SERVICES AGENCY	#	1190	206	984	56	48	66	36	0	270	419	133	158	4	649
	%	100	17.3	82.7	4.7	4	5.5	3	0	22.7	35.2	11.2	13.3	0.3	54.5
SUPERIOR COURT	#	172	19	153	7	3	8	1	0	70	50	26	7	0	102
	%	100	11	89	4.1	1.7	4.7	0.6	0	40.7	29.1	15.1	4.1	0	59.3
COUNTY TOTAL	#	2681	836	1845	422	172	143	94	5	650	711	255	222	7	1448
	%	100	31.2	68.8	15.7	6.4	5.3	3.5	0.2	24.2	26.5	9.5	8.3	0.3	54.0

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1995

ACTIVITY: NEW HIRES

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		#	M	F	W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	17	9	8	7	1	0	1	0	4	0	1	2	1	6
	%	100	52.9	47.1	41.2	5.9	0	5.9	0	23.5	0	5.9	11.8	5.9	35.3
ASSESSOR	#	16	9	7	5	1	2	1	0	2	3	0	2	0	8
	%	100	56.3	43.8	31.3	6.3	12.5	6.3	0	12.5	18.8	0	12.5	0	50
AUDITOR-CONTROLLER	#	15	4	11	0	0	3	1	0	5	3	2	1	0	9
	%	100	26.7	73.3	0	0	20	6.7	0	33.3	20	13.3	6.7	0	60
BOARD OF SUPERVISORS	#	4	2	2	1	1	0	0	0	1	0	1	0	0	2
	%	100	50	50	25	25	0	0	0	25	0	25	0	0	50
CLERK, BOARD OF SUPE.	#	4	3	1	2	0	0	1	0	0	1	0	0	0	4
	%	100	75	25	50	0	0	25	0	0	25	0	0	0	100
COUNTY ADMINISTRATOR	#	6	2	4	1	0	1	0	0	4	0	0	0	0	3
	%	100	33.3	66.7	16.7	0	16.7	0	0	66.7	0	0	0	0	50
COUNTY COUNSEL	#	2	0	2	0	0	0	0	0	0	1	1	0	0	0
	%	100	0	100	0	0	0	0	0	0	50	50	0	0	0
DISTRICT ATTORNEY	#	21	2	19	2	0	0	0	0	11	5	0	3	0	3
	%	100	9.5	90.5	9.5	0	0	0	0	52.4	23.8	0	14.3	0	14.3
GENERAL SERVICES	#	20	17	3	9	3	3	2	0	2	0	1	0	0	9
	%	100	85	15	45	15	15	10	0	10	0	5	0	0	45
HEALTH CARE SERVICES	#	234	97	137	45	22	23	7	0	62	36	24	15	0	70
	%	100	41.5	58.5	19.2	9.4	9.8	3	0	26.5	15.4	10.3	6.4	0	29.9
DATA PROCESSING	#	11	7	4	3	3	1	0	0	2	0	2	0	0	2
	%	100	63.6	36.4	27.3	27.3	9.1	0	0	18.2	0	18.2	0	0	18.2
LIBRARY	#	47	9	38	4	0	1	4	0	25	6	5	2	0	22
	%	100	19.1	80.9	8.5	0	2.1	8.5	0	53.2	12.8	10.6	4.3	0	46.8
MUNICIPAL COURTS	#	18	8	10	6	1	0	0	1	4	2	3	1	0	11
	%	100	44.4	55.6	33.3	5.6	0	0	5.6	22.2	11.1	16.7	5.6	0	61.1
PERSONNEL & LABOR REL.	#	11	3	8	1	1	1	0	0	3	3	1	1	0	9
	%	100	27.3	72.7	9.1	9.1	9.1	0	0	27.3	27.3	9.1	9.1	0	81.8
PLANNING	#	20	8	12	4	2	1	1	0	4	0	3	5	0	7
	%	100	40	60	20	10	5	5	0	20	0	15	25	0	35
PROBATION	#	64	32	32	5	18	7	2	0	10	14	3	5	0	19
	%	100	50	50	7.8	28.1	10.9	3.1	0	15.6	21.9	4.7	7.8	0	29.7
PUBLIC DEFENDER	#	22	8	14	5	2	0	1	0	7	2	1	4	0	3
	%	100	36.4	63.6	22.7	9.1	0	4.5	0	31.8	9.1	4.5	18.2	0	13.6
PUBLIC WORKS	#	38	13	25	8	0	4	1	0	13	3	6	3	0	11
	%	100	34.2	65.8	21.1	0	10.5	2.6	0	34.2	7.9	15.8	7.9	0	28.9
REGISTRAR OF VOTERS	#	3	2	1	0	0	1	1	0	0	1	0	0	0	1
	%	100	66.7	33.3	0	0	33.3	33.3	0	0	33.3	0	0	0	33.3
RETIREMENT	#	2	0	2	0	0	0	0	0	0	1	1	0	0	0
	%	100	0	100	0	0	0	0	0	0	50	50	0	0	0
SHERIFF'S DEPARTMENT	#	154	100	54	63	8	13	14	2	27	15	5	7	0	29
	%	100	64.9	35.1	40.9	5.2	8.4	9.1	1.3	17.5	9.7	3.2	4.5	0	18.8
SOCIAL SERVICES AGENCY	#	132	29	103	8	9	8	3	1	28	34	18	23	0	54
	%	100	22	78	6.1	6.8	6.1	2.3	0.8	21.2	25.8	13.6	17.4	0	40.9
SUPERIOR COURT	#	3	0	3	0	0	0	0	0	2	0	1	0	0	1
	%	100	0	100	0	0	0	0	0	66.7	0	33.3	0	0	33.3
TREASURER-TAX COLL.	#	23	10	13	2	1	7	0	0	4	6	3	0	0	19
	%	100	43.5	56.5	8.7	4.3	30.4	0	0	17.4	26.1	13	0	0	82.6
COUNTY TOTAL	#	887	374	513	181	73	76	40	4	220	136	82	74	1	302
	%	100	42.2	57.8	20.4	8.2	8.6	4.5	0.5	24.8	15.3	9.2	8.3	0.1	34

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1995

ACTIVITY: TERMINATED (VOLUNTARILY & INVOLUNTARILY)

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		#	M	F	W	B	A	H	NA	W	B	A	H	NA	
AGRICULTURE	#	18	8	10	6	1	0	1	0	5	0	1	3	1	8
	%	100	44.4	55.6	33.3	5.6	0	5.6	0	27.8	0	5.6	16.7	5.6	44.4
ASSESSOR	#	10	1	9	0	1	0	0	0	2	3	3	1	0	4
	%	100	10.0	90.0	0	10.0	0	0	0	20.0	30.0	30.0	10.0	0	40.0
AUDITOR-CONTROLLER	#	15	6	9	2	0	3	1	0	7	2	0	0	0	9
	%	100	40.0	60.0	13.3	0	20.0	6.7	0	46.7	13.3	0.0	0.0	0.0	60.0
BOARD OF SUPERVISORS	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0
	%	100	0	100.0	0	0	0	0	0	100	0	0	0	0	0
CLERK, BOARD OF SUPE.	#	2	1	1	1	0	0	0	0	0	0	1	0	0	1
	%	100	50.0	50.0	50.0	0	0	0	0	0	0	50.0	0	0	50.0
COUNTY ADMINISTRATOR	#	5	1	4	1	0	0	0	0	1	3	0	0	0	5
	%	100	20.0	80.0	20.0	0	0	0	0	20.0	60.0	0	0	0	100.0
COUNTY COUNSEL	#	4	1	3	1	0	0	0	0	2	1	0	0	0	2
	%	100	25.0	75.0	25.0	0	0	0	0	50.0	25.0	0	0	0	50.0
DISTRICT ATTORNEY	#	9	5	4	3	2	0	0	0	1	2	0	1	0	4
	%	100	55.6	44.4	33.3	22.2	0	0	0	11.1	22.2	0	11.1	0	44.4
GENERAL SERVICES	#	33	18	15	7	9	2	0	0	2	8	4	1	0	26
	%	100	54.5	45.5	21.2	27.3	6.1	0	0	6.1	24.2	12.1	3.0	0	78.8
HEALTH CARE SERVICES	#	496	144	352	65	45	22	10	2	143	108	57	42	2	237
	%	100	29.0	71.0	13.1	9.1	4.4	2.0	0.4	28.8	21.8	11.5	8.5	0.4	47.8
DATA PROCESSING	#	7	5	2	3	1	1	0	0	1	0	1	0	0	4
	%	100	71.4	28.6	42.9	14.3	14.3	0	0	14.3	0.0	14.3	0	0	57.1
LIBRARY	#	38	6	32	1	1	4	0	0	23	2	6	1	0	19
	%	100	15.8	84.2	2.6	2.6	10.5	0	0	60.5	5.3	15.8	2.6	0	50.0
MUNICIPAL COURTS	#	29	10	19	6	1	2	1	0	12	4	2	1	0	17
	%	100	34.5	65.5	20.7	3.4	6.9	3.4	0	41.4	13.8	6.9	3.4	0	58.6
PERSONNEL & LABOR REL.	#	11	1	10	1	0	0	0	0	3	5	1	1	0	8
	%	100	9.1	90.9	9.1	0	0	0	0	27.3	45.5	9.1	9.1	0	72.7
PLANNING	#	11	5	6	3	0	1	1	0	4	1	0	1	0	3
	%	100	45.5	54.5	27.3	0	9.1	9.1	0	36.4	9.1	0	9.1	0	27.3
PROBATION	#	52	33	19	9	17	5	2	0	10	3	4	2	0	37
	%	100	63.5	36.5	17.3	32.7	9.6	3.8	0	19.2	5.8	7.7	3.8	0	71.2
PUBLIC DEFENDER	#	22	8	14	7	1	0	0	0	6	4	0	4	0	9
	%	100	36.4	63.6	31.8	4.5	0	0	0	27.3	18.2	0	18.2	0	40.9
PUBLIC WORKS	#	52	31	21	14	0	9	8	0	11	2	5	3	0	25
	%	100	59.6	40.4	26.9	0.0	17.3	15.4	0	21.2	3.8	9.6	5.8	0	48.1
REGISTRAR OF VOTERS	#	2	1	1	0	0	1	0	0	1	0	0	0	0	1
	%	100	50.0	50.0	0	0	50.0	0	0	50.0	0	0	0	0	50.0
RETIREMENT	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0
	%	100	0	100.0	0	0	0	0	0	100	0	0	0	0	0.0
SHERIFF'S DEPARTMENT	#	98	59	39	42	10	3	4	0	22	12	1	4	0	44
	%	100	60.2	39.8	42.9	10.2	3.1	4.1	0	22.4	12.2	1.0	4.1	0	44.9
SOCIAL SERVICES AGENCY	#	112	24	88	6	8	8	2	0	34	34	8	12	0	62
	%	100	21.4	78.6	5.4	7.1	7.1	1.8	0	30.4	30.4	7.1	10.7	0	55.4
SUPERIOR COURT	#	9	2	7	1	1	0	0	0	4	3	0	0	0	6
	%	100	22.2	77.8	11.1	11.1	0	0	0	44.4	33.3	0	0	0	66.7
TREASURER-TAX COLL.	#	22	5	17	1	0	4	0	0	6	5	6	0	0	17
	%	100	22.7	77.3	4.5	0	18.2	0	0	27.3	22.7	27.3	0	0	77.3
COUNTY TOTAL	#	1059	375	684	180	98	65	30	2	302	202	100	77	3	548
	%	100	35.4	64.6	17.0	9.3	6.1	2.8	0.2	28.5	19.1	9.4	7.3	0.3	51.7

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1995

ACTIVITY: PROMOTIONS

DEPARTMENT		TOTALS			MALE					FEMALE					40 or OVER
		M	F	W	B	A	H	NA		W	B	A	H	NA	
ASSESSOR	#	19	6	13	5	0	1	0	0	0	2	9	2	0	12
	%	100	31.6	68.4	26.3	0	5.3	0	0	0	10.5	47.4	10.5	0	63.2
AUDITOR-CONTROLLER	#	17	6	11	2	0	4	0	0	1	3	6	1	0	7
	%	100	35.3	64.7	11.8	0	23.5	0	0	5.9	17.6	35.3	5.9	0	41.2
COUNTY ADMINISTRATOR	#	3	0	3	0	0	0	0	0	0	2	1	0	0	3
	%	100	0	100	0	0	0	0	0	0	66.7	33.3	0	0	100
COUNTY COUNSEL	#	2	1	1	1	0	0	0	0	1	0	0	0	0	2
	%	100	50	50	50	0	0	0	0	50	0	0	0	0	100
DISTRICT ATTORNEY	#	6	4	2	3	1	0	0	0	1	1	0	0	0	5
	%	100	66.7	33.3	50	16.7	0	0	0	16.7	16.7	0	0	0	83.3
GENERAL SERVICES	#	25	20	5	7	7	5	1	0	1	3	1	0	0	12
	%	100	80	20	28	28	20	4	0	4	12	4	0	0	48
HEALTH CARE SERVICES	#	171	75	96	45	8	17	5	0	42	21	27	6	0	48
	%	100	43.9	56.1	26.3	4.7	9.9	2.9	0	24.6	12.3	15.8	3.5	0	28.1
DATA PROCESSING	#	16	12	4	9	1	2	0	0	0	2	2	0	0	11
	%	100	75	25	56.3	6.3	12.5	0	0	0	12.5	12.5	0	0	68.8
LIBRARY	#	14	1	13	1	0	0	0	0	11	0	2	0	0	11
	%	100	7.1	92.9	7.1	0	0	0	0	78.6	0	14.3	0	0	78.6
MUNICIPAL COURTS	#	13	2	11	1	0	1	0	0	9	1	0	1	0	9
	%	100	15.4	84.6	7.7	0	7.7	0	0	69.2	7.7	0	7.7	0	69.2
PERSONNEL & LABOR REL.	#	3	0	3	0	0	0	0	0	1	0	1	1	0	1
	%	100	0	100	0	0	0	0	0	33.3	0	33.3	33.3	0	33.3
PLANNING	#	28	9	19	4	2	2	1	0	13	2	1	3	0	8
	%	100	32.1	67.9	14.3	7.1	7.1	3.6	0	46.4	7.1	3.6	10.7	0	28.6
PROBATION	#	63	39	24	8	27	0	4	0	2	17	3	2	0	36
	%	100	61.9	38.1	12.7	42.9	0	6.3	0	3.2	27	4.8	3.2	0	57.1
PUBLIC DEFENDER	#	7	2	5	1	1	0	0	0	1	1	0	3	0	2
	%	100	28.6	71.4	14.3	14.3	0	0	0	14.3	14.3	0	42.9	0	28.6
PUBLIC WORKS	#	28	20	8	7	4	5	4	0	3	1	3	0	1	16
	%	100	71.4	28.6	25	14.3	17.9	14.3	0	10.7	3.6	10.7	0	3.6	57.1
REGISTRAR OF VOTERS	#	2	0	2	0	0	0	0	0	0	1	1	0	0	2
	%	100	0	100	0	0	0	0	0	0	50	50	0	0	100
RETIREMENT	#	2	0	2	0	0	0	0	0	1	0	1	0	0	2
	%	100	0	100	0	0	0	0	0	50	0	50	0	0	100
SHERIFF'S DEPARTMENT	#	71	52	19	34	3	6	7	2	12	4	1	2	0	22
	%	100	73.2	26.8	47.9	4.2	8.5	9.9	2.8	16.9	5.6	1.4	2.8	0	31
SOCIAL SERVICES AGENCY	#	172	41	131	12	7	19	2	1	33	55	26	17	0	86
	%	100	23.8	76.2	7	4.1	11	1.2	0.6	19.2	32	15.1	9.9	0	50
SUPERIOR COURT	#	10	3	7	1	0	2	0	0	6	1	0	0	0	4
	%	100	30	70	10	0	20	0	0	60	10	0	0	0	40
TREASURER-TAX COLL.	#	3	1	2	1	0	0	0	0	0	1	1	0	0	1
	%	100	33.3	66.7	33.3	0	0	0	0	0	33.3	33.3	0	0	33.3
COUNTY TOTAL	#	675	294	381	142	61	64	24	3	138	118	86	38	1	300
	%	100	43.6	56.4	21	9	9.5	3.6	0.4	20.4	17.5	12.7	5.6	0.1	44.4

**COUNTY OF ALAMEDA
EMPLOYMENT ACTIVITY REPORT - CALENDAR YEAR 1995**

ACTIVITY: DEMOTED (VOLUNTARILY & INVOLUNTARILY)

		TOTALS				MALE				FEMALE					40 or
DEPARTMENT		M	F	W	B	A	H	NA	W	B	A	H	NA	OVER	
AUDITOR-CONTROLLER	#	1	0	1	0	0	0	0	0	1	0	0	0	1	
	%	100	0	100.0	0	0	0	0	0	100	0	0	0	100.0	
GENERAL SERVICES	#	5	5	0	2	2	0	1	0	0	0	0	0	4	
	%	100	100.0	0	40.0	40.0	0	20.0	0	0	0	0	0	80.0	
HEALTH CARE SERVICES	#	45	18	27	4	8	4	1	1	9	13	1	4	32	
	%	100	40.0	60.0	8.9	17.8	8.9	2.2	2.2	20.0	28.9	2.2	8.9	71.1	
DATA PROCESSING	#	2	1	1	1	0	0	0	0	0	1	0	0	1	
	%	100	50.0	50.0	50.0	0	0	0	0	0	50.0	0	0	50.0	
LIBRARY	#	4	2	2	1	0	0	1	0	1	0	1	0	2	
	%	100	50.0	50.0	25.0	0	0	25.0	0	25.0	0.0	0.0	25.0	50.0	
PROBATION	#	5	4	1	0	4	0	0	0	0	1	0	0	1	
	%	100	80.0	20.0	0	80.0	0	0	0	0	20.0	0	0	20.0	
PUBLIC WORKS	#	2	1	1	1	0	0	0	0	1	0	0	0	2	
	%	100	50.0	50.0	50.0	0	0	0	0	50.0	0	0	0	100.0	
SHERIFF'S DEPARTMENT	#	7	3	4	1	0	2	0	0	3	0	0	1	6	
	%	100	42.9	57.1	14.3	0	28.6	0	0	42.9	0	0	14.3	85.7	
SOCIAL SERVICES AGENCY	#	17	5	12	2	1	2	0	0	1	5	0	6	7	
	%	100	29.4	70.6	11.8	5.9	11.8	0	0	5.9	29.4	0.0	35.3	41.2	
COUNTY TOTAL	#	88	39	49	12	15	8	3	1	15	20	2	12	56	
	%	100	44.3	55.7	13.6	17.0	9.1	3.4	1.1	17.0	22.7	2.3	13.6	63.6	

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1995

ACTIVITY: TRANSFERRED VOLUNTARILY

		TOTALS			MALE					FEMALE					40 or
DEPARTMENT		M	F	W	B	A	H	NA	W	B	A	H	NA	OVER	
AGRICULTURE	#	1	0	1	0	0	0	0	0	0	1	0	0	1	
	%	100	0	100	0	0	0	0	0	0	100	0	0	100	
AUDITOR-CONTROLLER	#	6	1	5	0	0	0	1	0	1	3	0	0	2	
	%	100	16.7	83.3	0	0	0	16.7	0	16.7	50	0	0	33.3	
DISTRICT ATTORNEY	#	3	3	0	2	0	0	1	0	0	0	0	0	3	
	%	100	100	0	66.7	0	0	33.3	0	0	0	0	0	100	
GENERAL SERVICES	#	14	10	4	3	4	1	2	0	0	2	0	2	13	
	%	100	71.4	28.6	21.4	28.6	7.1	14.3	0	0	14.3	0	14.3	92.9	
HEALTH CARE SERVICES	#	479	94	385	32	34	23	3	2	106	166	67	43	316	
	%	100	19.6	80.4	6.7	7.1	4.8	0.6	0.4	22.1	34.7	14	9	0.6	
MUNICIPAL COURTS	#	2	0	2	0	0	0	0	0	0	0	2	0	0	
	%	100	0	100	0	0	0	0	0	0	0	100	0	0	
PERSONNEL & LABOR REL.	#	2	0	2	0	0	0	0	0	0	0	1	1	1	
	%	100	0	100	0	0	0	0	0	0	0	50	50	50	
PLANNING	#	5	1	4	1	0	0	0	0	3	0	0	1	4	
	%	100	20	80	20	0	0	0	0	60	0	0	20	80	
PROBATION	#	61	29	32	12	14	0	2	1	17	12	1	2	50	
	%	100	47.5	52.5	19.7	23	0	3.3	1.6	27.9	19.7	1.6	3.3	82	
PUBLIC DEFENDER	#	3	0	3	0	0	0	0	0	1	0	1	1	0	
	%	100	0	100	0	0	0	0	0	33.3	0	33.3	33.3	0	
PUBLIC WORKS	#	2	1	1	1	0	0	0	0	1	0	0	0	1	
	%	100	50	50	50	0	0	0	0	50	0	0	0	50	
SHERIFF'S DEPARTMENT	#	273	216	57	153	23	16	22	2	34	18	2	3	130	
	%	100	79.1	20.9	56	8.4	5.9	8.1	0.7	12.5	6.6	0.7	1.1	47.6	
SOCIAL SERVICES AGENCY	#	697	139	558	27	35	54	20	3	109	259	89	101	355	
	%	100	19.9	80.1	3.9	5	7.7	2.9	0.4	15.6	37.2	12.8	14.5	50.9	
COUNTY TOTAL	#	1548	494	1054	231	110	94	51	8	272	458	167	154	876	
	%	100	31.9	68.1	14.9	7.1	6.1	3.3	0.5	17.6	29.6	10.8	9.9	56.6	

COUNTY OF ALAMEDA
AFFIRMATIVE ACTION ACTIVITY REPORT - CALENDAR YEAR 1995

ACTIVITY: LAYOFFS

		TOTALS			MALE					FEMALE					40 or
DEPARTMENT		M	F		W	B	A	H	NA	W	B	A	H	NA	OVER
AGRICULTURE	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	100	0	100	0	0	0	0	0	0	0	0	0	0
HEALTH CARE SERVICES	#	23	12	11	7	3	1	1	0	8	2	1	0	0	15
	%	100	52.2	47.8	30.4	13	4.3	4.3	0	34.8	8.7	4.3	0	0	65.2
COUNTY TOTAL	#	24	13	11	8	3	1	1	0	8	2	1	0	0	15
	%	100	54.2	45.8	33.3	12.5	4.2	4.2	0	33.3	8.3	4.2	0	0	62.5

Appendix 3

County of Alameda Policies Re:

- Prohibiting Sexual Harassment
 - Reasonable Accommodations
- (approved May 7, 1996)

COUNTY OF ALAMEDA

POLICY PROHIBITING SEXUAL HARASSMENT

It is the policy of the Alameda County Board of Supervisors that sexual harassment is unacceptable employee conduct and will not be condoned or tolerated. Sexual harassment is an unlawful employment practice prohibited by both State and Federal law. It debilitates morale and interferes in the work productivity of its victims and their co-workers. All employees must be allowed to work in an environment free from unsolicited and unwelcome sexual overtures.

Sexual harassment is deliberate or repeated unsolicited verbal comments, gestures or physical contact of a sexual nature which are unwelcome.

Within the County government, a supervisorial employee who uses implicit or explicit coercive sexual behavior to control, influence, or affect the career, salary, or job of an employee is engaging in sexual harassment. Similarly, an employee of the County who behaves in this manner in the process of conducting County business is engaging in sexual harassment. Any employee who participates in deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature which are unwelcome is also engaging in sexual harassment.

County officials and employees who violate this policy may be subjected to firm disciplinary action up to and including dismissal.

Prevention is the best tool for the elimination of sexual harassment. All County agencies and departments shall take the initiative to inform all employees of the policy statement and of the sanctions. They shall also inform all employees of how a complaint of sexual harassment should be handled. They shall express strong disapproval of sexual harassment and develop methods to improve awareness of all concerned.

However, it is not the intent of the County of Alameda to regulate the social interaction or relationships freely entered into by County employees.

Anyone who feels they have been subjected to sexual harassment is encouraged to immediately contact their agency/department Affirmative Action Coordinator, agency/department Personnel Officer or the County Diversity Programs Manager.

Revised: April 25, 1996

Approved by BOS: May 7, 1996

COUNTY OF ALAMEDA

REASONABLE ACCOMMODATION POLICY

It is the policy of the Alameda County Board of Supervisors, in accordance with the Americans with Disabilities Act of 1990 (ADA), and in compliance with Alameda County Board of Supervisors Resolution No. R-83-773, to provide equal employment opportunity to qualified individuals with disabilities through a positive program designed to employ, retain and advance in employment, qualified disabled persons. This policy shall cover all personnel practices, including hiring, promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection or training.

Any employee who requires reasonable accommodation should notify his/her agency/department Personnel Officer, Affirmative Action Coordinator, ADA Coordinator or the County Diversity Programs Manager.

Revised: April 25, 1996

Approved by BOS: May 7, 1996

Appendix 4

Discrimination Complaint Procedures

A. HOW TO FILE AN EMPLOYMENT DISCRIMINATION COMPLAINT

The Diversity Programs unit of the County Administrator's Office investigates complaints of employment discrimination filed by county employees. The investigative role of the Diversity Programs Office is that of an objective third party, representing neither the Complainant (employee) nor the Respondent (department). Filing an employment discrimination complaint with the Diversity Programs Office should be initiated after internal departmental administrative remedies have been exhausted by the employee.

B. FILING PROCESS

The complaint form specifying the basis of discrimination and the discriminatory action(s) taken must be submitted to the Diversity Programs Manager. The complaint form consists of the following information:

- Complainant's name, address, and daytime telephone number
- The basis for the complaint (e.g. race, religion, etc.)
- The discriminatory action (e.g. termination, denial of promotion, etc.)
- The date(s) the discriminatory action(s) took place
- The name(s) and position(s) of the individual(s) accused of discriminatory action(s) and the department and work unit involved
- A detailed explanation of the sequence of events which you believe to be discriminatory
- The specific action you are seeking in order to correct the alleged discrimination

The complaint must be filed within 45 calendar days of the date the discriminatory action took place, or within 45 calendar days of the date the employee should have first become aware of the alleged discrimination.

Discrimination complaints submitted for investigation must be based on one or more of the following: **RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL/MENTAL DISABILITY, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR, MEDICAL CONDITION (cancer-related), or ACQUIRED IMMUNE DEFICIENCY (AIDS).**

C. INVESTIGATION PROCESS

Upon receipt of the complaint, the Diversity Programs Office will contact the complainant, either by mail or by phone, to schedule an intake interview. During the intake interview the assigned investigator will explain the complaint process, allow the person filing the complaint an opportunity to present the complaint in more detail, and clarify the issues involved in the complaint.

The investigation includes reviewing and obtaining copies of relevant documents such as personnel files, attendance reports, and performance evaluations; interviewing co-workers and supervisors; and other actions necessary to obtain relevant information.

The complainant is responsible for providing the investigator with any written material, names of individuals to interview, or any other information which he/she would assist in the investigation.

D. DISCRIMINATION COMPLAINT PROCEDURES

INITIAL CONTACT

County employee calls or comes in to informally discuss his/her complaint. Staff listens and gives information on the services provided by the Diversity Programs Office. Upon request, staff gives employee the informational flyer on how to file a discrimination complaint.

COMPLAINT FILED

County employee/applicant submits his/her complaint addressed to the Diversity Programs Manager, Cheryl Thompson, within 45 calendar days of the date the discriminatory actions took place or within 45 calendar days of the date employee should have first become aware of the alleged discrimination. The complaint is recorded on the discrimination complaint log and assigned to an investigator.

If, after reviewing the letter of complaint, the investigator determines that the issue(s) and action(s) are not within the purview of the Diversity Programs Office, the Complainant is informed of the determination in writing within 14 calendar days of the date the complaint was received. Whenever appropriate, the Complainant is referred to any of the following appropriate processes: employee grievance, Department of Fair Employment and Housing (DFEH), and the Equal Employment Opportunity Commission (EEOC).

INTAKE INTERVIEW

Within 7 calendar days, the Diversity Programs Office contacts the Complainant to acknowledge receipt of the complaint and to schedule an intake interview. The

purpose of the intake interview is to (1) explain the complaint process including the role of the Diversity Programs Office, (2) clarify the issues involved, (3) allow the Complainant an opportunity to present the complaint in detail, and (4) finalize the complaint form.

At this time, after discussing the complaint process and the issues with the investigator, the Complainant may choose not to pursue his/her complaint and the case is closed.

PRE-INVESTIGATION INFORMAL RESOLUTION

After reviewing the complaint filed by the Complainant, the assigned investigator contacts the department to schedule a meeting to discuss the issues raised by the Complainant and to ascertain whether an informal resolution might be possible.

If an informal resolution is reached, the case is closed.

INVESTIGATION

The assigned investigator develops an investigative plan which includes determination of basis, issues and important facts; review of job descriptions; witness selection; document selection; and development of fact finding interview questions.

The investigation includes obtaining and reviewing copies of relevant documents such as personnel files, attendance reports and performance evaluations; interviewing co-workers and supervisors; and other actions necessary to obtain relevant information.

PRELIMINARY FINDINGS/INFORMAL RESOLUTION

After reviewing the results of the investigation, the investigator may provide an opportunity for the department and Complainant to reach an agreement on the issues brought forth by the complaint. The investigator meets with the department to discuss the investigative findings and explore the avenue of informal resolution.

If an informal resolution is reached, the case is closed.

CASE DETERMINATION/STAFF REPORT

The investigator reviews all materials and information gathered during the investigation and assesses the evidence. Additional fact finding may be necessary. The investigator may find (1) Complaint Substantiated or (2) Insufficient Evidence (allegations could not be substantiated).

If the investigator finds insufficient evidence to support Complainant's allegations, a staff report is written and submitted with recommendations. Complainant is advised of avenues open to him/her (DFEH, EEOC, etc.) if not satisfied with determination of investigator.

If the investigator finds sufficient evidence to support Complainant's allegations, mediation and no fault settlement is considered. If conciliation is successful, an agreement is written up and signed by both parties and the case is closed.

Appendix 5

Minority / Women Business Enterprise Program



B O A R D O F S U P E R V I S O R S

March 30, 1995

KEITH CARSON
SUPERVISOR, FIFTH DISTRICT

Honorable Board of Supervisors
1221 Oak Street
Oakland, California 94612

Dear Board Members:

**SUBJECT: APPROVAL IN PRINCIPLE OF MINORITY/WOMEN BUSINESS
ENTERPRISE PROGRAM (M/WBE)**

Dear Board Members:

In order for Alameda County to maximize the resources available in our community, it is recommended that your Board approve the following:

1. Explore the implementation of a M/WBE Program in a manner which reflects a proactive direction, adds value to Alameda County operations, and generates minimal increased costs.
2. Direct the County Administrator to assume responsibility for oversight and implementation of the M/WBE recommendations and program to insure consistent application and progress.
3. Approve the enclosed M/WBE Program recommendations.

BACKGROUND AND DISCUSSION

Early in 1994, local minority business owners approached the Board of Supervisors with concerns about the need for increased access to contracting opportunities with Alameda County. In March of 1994, my office hosted a meeting with an expanded number of minority firms, the County Administrator and several County Agency/Department heads and staff.

As a result of that meeting, joint contractor/County staff subcommittees were formed. Over the past year, these subcommittees held intense work sessions to mold the new program recommendations. On March 20, 1995, representatives of the local business community participated in a meeting to review and comment on the proposed recommendations.

Honorable Board of Supervisors

March 30, 1995

Page 2

FINANCE

Each of the recommendations in the proposed M/WBE Program varies in cost and timelines for implementation. The enclosed document represents a preliminary implementation plan with some gross estimated costs. Subsequent to identification of available funds, specific funding recommendations will be brought to the Board for approval.

Very truly yours,

A handwritten signature in black ink that reads "Keith Carson". The signature is written in a cursive, flowing style.

KEITH CARSON
SUPERVISOR, DISTRICT 5

KC:tc/ng
Attachment

c: County Administrator
County Counsel
Agency/Department Heads
M/WBE Subcommittee Members

mboc\mbe.tc

MINORITY/WOMEN BUSINESS ENTERPRISE PROGRAM RECOMMENDATIONS

March 24, 1995

Prepared for:

**Supervisor Keith Carson
Steve Szalay, County Administrator**

Prepared by M/WBE Work Group:

**Yolanda Baldovinos, Chair
Pat Brimer
Gary Holm
Cynthia James
Dottie Lewis, Staff Support**

MINORITY AND WOMEN BUSINESS ENTERPRISES (M/WBE)

HISTORY/BACKGROUND:

The Alameda County Board of Supervisors has, over the years, expressed an interest in ensuring that minority-owned businesses (MBEs), woman-owned businesses (WBEs), and businesses owned by disadvantaged individuals (DBEs) have the opportunity to participate in the multi-million dollar market for County procurements. Accordingly in 1971, the Board of Supervisors adopted a construction MBE program and added the WBE component in 1979. As a result of a court challenge, this program was suspended in April 1985. Alameda County was instrumental in changing the State Contract Code which allowed the reinstatement of a revised Construction Program in April 1987.

In response to the Croson Supreme Court decision in 1989, the Board of Supervisors commissioned the NERA disparity study in conjunction with Contra Costa County to identify the availability and utilization of M/WBE's for contracts awarded by Alameda County and Contra Costa County. This study was to also gather information on the experiences M/WBE's have had with the County's procurement and professional services contract departments. The findings were reported to the Board on June 9, 1992.

Early in 1994, several minority contractors approached Supervisor Keith Carson regarding their concerns about contracting opportunities with Alameda County. To further explore the issue, Supervisor Carson hosted a meeting on March 9, 1994 which involved the Alameda County Administrator, several Agency/Department heads and staff, along with a group of approximately seventy (70) ethnic minority contractors. The concerns raised included: 1) access to the County's current and future M/WBE contracting opportunities; 2) implications of the County's initial disparity study; and 3) the need for revised M/WBE policies and programs in Alameda County. The outcome of this meeting was the organization of five (5) subcommittees around areas to be explored for broadening the County's participation with local minority businesses in particular.

Subcommittees were initially directed in a June 1994 memo from Supervisor Carson's office to target meeting twice a month through August 1994. A tentative report back date was scheduled for September 1994. Each subcommittee was assigned a County agency/department representative as staff to coordinate the specific activities of the subcommittees. Kelvin Booty, County Counsel, was directed to act as the legal resource for all five (5) subcommittees.

The Disparity Study Subcommittee continued its work through early November 1994. Consequently, it was not until mid-November that all subcommittee recommendations were reviewed by County staff and their recommendations were formulated.

On December 14, 1994 the subcommittee chairpersons met with the M/WBE committee attendees to finalize the joint recommendations.

MINORITY/WOMEN BUSINESS ENTERPRISE (M/WBE) PROGRAM RECOMMENDATIONS

1. In order for Alameda County to maximize the resources available in our community, this group of subcommittees recommends that your Board adopt a policy to maximize the use of M/WBEs in awarding procurement, construction and professional service contracts.
2. Alameda County's program is to be implemented in a manner which reflects a proactive direction in contracting with minority and women business enterprise programs, adds value to the Alameda County operations, and generates minimal increased costs and additional paperwork.
3. Develop a data base collection tool for an automated reporting system and incorporate it into construction, procurement and professional service contracts. This can be accomplished by expanding the County's automated purchasing system (PURS) to include a module that captures pertinent data from procurement, construction and professional services contracts. Utilize the data base to itemize the contracts awarded and not posted on the bulletin board.
4. Utilize the data base to produce quarterly management reports for monitoring M/WBE contracting and annual reporting to the Board of Supervisors to be incorporated into evaluation processes, i.e., County wide evaluation, department performance evaluation, and/or department head evaluation.
5. Expand and maintain the PURS system to include all procurement, professional and construction contractors by service provided and make it available to operating departments for use in initiating contracts. The centralized file shall include a full description of the areas of expertise the contractor has to offer. Contractors will be added upon request in order to invite maximum participation by all interested individuals and entities.
6. Provide periodic public notice based on the previous year's contracting experience (including annual service contracts) as to the types of contractors sought by Alameda County in order to add to the available pool of contractors.
7. Establish an outreach program, such as the Hard Hat Exchange, Doing Business With Alameda County, etc., by which potential contractors learn about doing business with Alameda County and have an opportunity to meet County staff.
8. Develop and incorporate M/WBE guidelines into selection criteria of contractors.

9. Establish a public access bulletin board which disseminates future contract opportunities in economic development, grants, procurement, professional services, and construction. Require bulletin board notice for a minimum of 5 working days for contracts \$5,000 to \$25,000; minimum of 10 working days for \$25,000 and above, a contract that goes formally out to bid, should be posted at the time of Board approval for advertisement, generally 21 or more days for construction and 10 days or more for other contracts, unless the following exceptions apply: **a.** in order to meet deadlines not in control of the County, **b.** disaster/emergency response, **c.** legislative mandates and RFP's response with deadlines which cannot be met otherwise, **d.** meeting Board directives, **e.** contracts requiring licensed clinicians. Have available descriptions of contractor prerequisites. The department will select the contractor who is deemed to be best suited for the job. It is recommended that a TASK Force be established to initiate an implementation plan.
10. Develop and implement an M/WBE training program for appropriate County staff. This training program shall include policies and procedures developed for the professional and procurement programs.
11. Explore electronic bidding for all construction, procurement and professional service contracts. This is done in San Diego County and will complement what we are attempting to do with M/WBE's. Include establishment of vehicles for public access to the electronic bulletin board.
12. Recommend that the County of Alameda authorize a follow-up disparity study which would (1) update data and recommendations to reflect recent court decisions; (2) develop the requisite factual basis for setting M/WBE goals for construction, professional services and purchasing; (3) determine current availability and actual utilization in construction, professional services, and purchasing and advise what goals are needed, (4) expand the list of currently implemented and proposed race and gender neutral methods for obtaining parity, and (5) develop and implement an M/WBE program using both the findings of the initial disparity study and more recent disparity analysis derived from the proposed update study -- which is expected to provide a basis for establishing M/WBE goals for Alameda County.
13. Recommend the Board of Supervisors approve the establishment of a M/WBE Oversight Committee with representatives from the community and County. Their tasks shall include but not be limited to the development of a monitoring program, enforcement criteria and reporting mechanisms. It is further recommended that a 3 year assessment be scheduled to review the accomplishments of Alameda County's M/WBE program and propose possible program revisions.

Appendix 6

- Agency/Department Heads Roster
- Affirmative Action Coordinators Roster
 - ADA Coordinator Rosters

**ALAMEDA COUNTY
AGENCY/DEPARTMENT HEADS**

Agriculture/Weights & Measures

Michael A. Greene

Assessor's Office

John N. Scott

Auditor/Controller/Recorder Agency

Patrick O'Connell

Clerk, Board of Supervisor's

Darlene Bloom (Acting)

County Administrator's Office

Susan S. Muranishi

County Counsel

Kelvin H. Booty, Jr.

Data Processing Department

David Macdonald

District Attorney's Office

Thomas J. Orloff

Fire Department

William J. McCammon

General Services Agency

Darlene A. Smith

Health Care Services Agency

Dave Kears

Library Department

Linda Wood

Personnel and Labor Relations Department

Naomi O. Burns

Planning Department

Adolph Martinelli

Probation Department

Sylvia J. Johnson

Public Defender

Jay Gaskill

Public Works Agency

Donald J. LaBelle

Registrar of Voters

Bradley J. Clark

Retirement Association

John F. Early

Sheriff's Department

Charles C. Plummer

Social Services Agency

Rodger Lum

Treasurer/Tax Collector

Donald R. White

Zone 7/Flood Control

Jim Dixon

COURTS:

Alameda Municipal Court

Lori Kreeft

Berkeley/Albany Municipal Court

Kathy Newman

Fremont/Newark/Union City Municipal Court

George Hagan

Livermore/Pleasanton/Dublin Municipal Court

Mike Alexander

Oakland/Piedmont/Emeryville Municipal Court

Theresa Beltran

San Leandro/Hayward/Municipal Court

Wayne Low

Superior Court

Ron Overholt

**ALAMEDA COUNTY
AFFIRMATIVE ACTION (AA) COORDINATORS**

<u>AGENCY/DEPARTMENT</u>	<u>NAME</u>	<u>PHONE</u>	<u>QIC CODE</u>
Agriculture/Weights & Measures Assessor	Jim Newey	56714	50705
Auditor/Controller/Recorder	Darryl Edwards	23766	20116
Board of Supervisors	Kate Quick	26520	20109
Clerk, Board of Supervisors	Alona Clifton	26695	20101
County Administrator	Lita Tachet	26344	20101
County Counsel	Cheryl Thompson	23895	20102
	*Kathy Mount	26734	20104
	Nancy Fenton	26720	20104
Data Processing	Bill Newton	23605	20117
District Attorney	Dorothy Bridges	26247	20702
Flood Control/Zone 7	Sylvia Seaborn	224-7730 (ext. 228)	80201
General Services	Linda Moore	29717	26021
Health Care Services	Martha Johnson (Acting)	38158	22711
Library	Joy Cadone	51512	70601
Personnel & Labor Relations	Anita Escandor	26460	26012
Planning	Frank Chan	56506	50506
Probation	Michiko Lum	27254	22801
Public Defender	Denis Ryken	26620	20708
Public Works	Frank White	55462	50501
Registrar of Voters	Elaine Ginnold	26933	20719
Retirement	Vilma Campos	26510	22901
Sheriff/Coroner	Sandra Osibin	26875	26008
Social Services/Public Admin.	Laura Valdivia	21157	23501
Treasurer/Tax Collector	Linda Hulme	26809	20114
<u>Municipal Courts:</u>			
Alameda	Donna Newman	24231	30201
Berkeley/Albany	Pat Picou	644-6977	10401
Fremont/Newark/Union City	George Hagan	52335	70302
Livermore/Pleasanton/Dublin	Janet Rodgers	46867	80301
	Mike Alexander		
Oakland/Piedmont/Emeryville	Vicki Ward	21188	24609
San Leandro/Hayward	John Reymundo	55642	50608
Superior Court	Sheila Tolbert	23980	20706

**ALAMEDA COUNTY
AMERICANS WITH DISABILITIES ACT (ADA)
COORDINATORS**

<u>AGENCY/DEPARTMENT</u>	<u>NAME</u>	<u>PHONE</u>	<u>QIC CODE</u>
Agriculture/Weights & Measures	Jim Newey	56714	50705
Assessor	Darryl Edwards	23766	20116
Auditor/Controller/Recorder	Kate Quick	26520	20109
Board of Supervisors	Annette Baca	26674	20101
Clerk, Board of Supervisors	Lita Tachet	26343	20101
County Administrator	Cheryl Thompson	23895	20102
County Counsel	Kathy Mount	26734	20104
Data Processing	Bill Newton	23605	20117
District Attorney	Dorothy Bridges	26247	20702
Flood Control/Zone 7	Sylvia Seaborn	224-7730 (ext. 228)	80201
General Services	Linda Moore	29717	26021
Health Care Services	Martha Johnson (Acting)	38158	22711
Library	Joy Cadone	51512	70601
Personnel & Labor Relations	Anita Escandor	26460	26012
Planning	Frank Chan	56506	50506
Probation	Michiko Lum	27254	22801
Public Defender	Denis Ryken	26620	20708
Public Works	Frank White	55462	50501
Registrar of Voters	Elaine Ginnold	26933	20719
Retirement	Vilma Campos	26510	22901
Sheriff/Coroner	Sandra Osibin	26875	26008
Social Services/Public Admin.	Laura Valdivia	21157	23501
Treasurer/Tax Collector	Brenda Guess	26805	20114
<u>Municipal Courts:</u>			
Alameda	Donna Newman	24231	30201
Berkeley/Albany	Jackie Williams	644-7722	10302
Fremont/Newark/Union City	George Hagan	52335	70302
Livermore/Pleasanton/Dublin	Janet Rodgers	46867	80301
	Mike Alexander	46867	80301
Oakland/Piedmont/Emeryville	Vicki Ward	21188	24609
San Leandro/Hayward	John Reymundo	55642	50608
Superior Court	Gail Schino	25042	20714

Appendix 7

Glossary of Terms

GLOSSARY OF TERMS

Accessible

Any site, building, facility or portion thereof that is approachable, functional and can be used by people with disabilities independently, safely and with dignity is accessible.

Adverse Impact

Per the Uniform Guidelines on Employee Selection Procedures (UGESP), a substantially different rate of selection in hiring, promotion, or other employment decision that works to the disadvantage of members of a race, sex, or ethnic group. Adverse impact occurs when an employer's policies adversely affect members of protected groups even though the policies are "facially neutral" and the discrimination is unintentional.

Affirmative Action

A policy to encourage equal opportunity and, according to the Equal Employment Opportunity Commission, "essential to assuring that jobs are genuinely and equally accessible to qualified persons, without regard to their sex, racial, or ethnic characteristics." An Affirmative Action program (1) consists of positive nondiscriminatory measures to ensure fair treatment in the workforce for qualified applicants and employees, (2) obligates employers to statistically evaluate the outcomes of their personnel procedures (e.g. recruitment, selection, promotion) for disparate negative impact on a racial or ethnic group or on women, and (3) ensures that all employees are afforded a work environment free of discrimination and harassment.

Affirmative Action Plan

A plan to provide managers with an analysis of its success as well as continuing difficulties in integrating the workforce to reflect the composition of its available labor market. The plan includes (1) a review of the employment of women and minorities in the total workforce as well as by occupational groupings and by departments and the activities undertaken to remedy past disparities and (2) discusses areas that require continued efforts. The plan also includes a utilization analysis of the workforce, established goals for future employment, and spells out specific action programs to be implemented in order to achieve affirmative action objectives.

Applicant

A person who personally completed and filed with the employer a formal written application for a specific job for which the employer was accepting applications on the date and at the place for receipt of the application.

Applicant Flow

The number of applicants applying for a particular job over a given period of time, analyzed by gender and ethnic characteristics.

Applicant Pool

All persons who have applied for a particular job or group of jobs during the period of opening; the collection of candidates from which the selection or selections for available positions may be made.

Asian/Pacific Islander

A race/ethnic category used in this report to include all persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, Samoa, and the Philippines.

Availability

Refers to the availability of minorities and women in the relevant labor market who are qualified under valid, job-related criteria.

Black (not of Hispanic origin)

A race/ethnic category used in this report to include all persons having origins in any of the Black racial groups of Africa.

Bona Fide Occupational Qualification (BFOQ)

A defense provided for in Section 703(e) of Title VII which an employer can raise to justify an employment practice which would otherwise be unlawful because of its discriminatory impact. Only religion, sex, and national origin are listed in Title VII as permitted bona fide qualifications reasonably necessary to the normal operation of a business or enterprise. Examples are the requirement that an actress playing the part of a woman be a woman or that a minister of a particular religion be a member of that particular religion.

Burden of Proof

The necessity of a party to substantiate the truth of the facts at issue either by a preponderance of evidence in a civil suit or beyond a reasonable doubt in a criminal action or by clear and convincing evidence in an equity action.

Business Necessity

A major judicial defense for an employment practice which operates to exclude individuals on the basis of sex or minority status. The following detailed definition is found in a leading court case: "The test is whether there exists an overriding legitimate business purpose such that the practice is necessary to the safe and efficient operation of the business. Thus, the business purpose must be sufficiently compelling to override any racial impact; the challenged practice must

effectively carry out the business purpose it is alleged to serve; and there must be available no acceptable alternative policies or practices which would better accomplish the business purpose advanced, or accomplish it equally well with a lesser differential racial impact."

Career Ladder

Jobs which require related and increasingly more responsible duties through which employees in the lower jobs advance by experience and in-service training to higher level jobs.

Compliance Agency

In equal employment opportunity law generally, any local, state or federal government agency which administers laws or regulations in the EEO field. Under affirmative action requirements for federal government contractors specifically, a compliance agency is an agency of the federal government to which is delegated enforcement responsibilities by the Office of Federal Contract Compliance Programs (OFCCP) in the U. S. Department of Labor.

Conciliation

The process by which the Equal Employment Opportunity Commission (EEOC) is required by Title VII to attempt to settle a complaint of discrimination through agreement with the Complainant and Respondent (employer), after a finding of reasonable cause and before bringing a civil action.

Department of Fair Employment and Housing (DFEH)

State agency which enforces the California Fair Employment and Housing Act. The types of discrimination complaints covered by the agency are: race, religion, creed, color, national origin, ancestry, physical handicap, medical condition, marital status, sex, age, and pregnancy.

Department of Justice

Federal agency which enforces Title VII and Americans With Disabilities Act cases involving a state or local government agency or political subdivision. The special counsel's office enforces the anti-discrimination provisions of the Immigration Reform and Control Act of 1986.

Disability - see "individual with a disability"

Discrimination

Unjustifiable negative behavior directed towards a person or group based upon preconceived opinions, judgments and stereotypes. (Also see "employment discrimination")

Disparate Effect - also see "adverse impact"

The tendency for a test, job qualification, or other employment practice to screen out or otherwise limit the employment opportunities of minorities or women at

a greater rate than others.

Disparate Treatment

Disparate treatment occurs when an employer intentionally treats some people less favorably than others because of their race, color, sex, national origin, or religion. Included are employment practices such as tests or educational requirements that are fair and neutral on their face but which are applied or administered in an unfair manner.

Due Process of Law

A constitutional doctrine of the Fifth and Fourteenth Amendments embodying compliance with the basic rules for fair and orderly trials. Due process concerns procedural and substantive rules.

Effective Labor Market

The labor market, measured geographically and by characteristics of the qualified potential applicants, from which an employer actually draws applicants and employees, as distinct from the labor market from which an employer hopes or attempts to draw applicants.

Employee

Under Title VII of the Civil Rights Act of 1964, as amended: "an individual employed by an employer, except that the term "employee" shall not include any person elected to public office in any state or political subdivision of any State...or any person chosen by such officer to be on such officer's personal staff, or an appointee on the policy-making level, or an immediate adviser with respect to the exercise of the constitutional or legal powers of the office."

Employer

Under Title VII of the Civil Rights Act of 1964, as amended: "a person engaged in an industry affecting commerce who has fifteen or more employees for each working day in each twenty or more calendar weeks in the current or preceding calendar year."

Employment Discrimination

The use of tests, job qualifications, and other employment practices which (1) have the unintended effect of excluding women or minorities or limiting their employment opportunities; (2) are not manifestly related to job performance; and, (3) without unreasonable burden on the employer, can be replaced by practices which do not have such adverse effect.

Employment Practice

As used by compliance agency personnel, an employment practice is any test, educational requirement, job qualifications, application or other form, interviewing system, applicant processing procedure, recruitment program, or any other function of the employer's entire employment system which operates as a

screening device. The device may operate at any point in the employment cycle: initial design of the particular job, recruitment for it, hiring into it, benefits and terms and conditions while in it, termination from it, and even references and benefits after having left it.

Employment Test

As defined in the EEOC Guidelines, "any paper-and-pencil or performance measure used as a basis for an employment decision and all formal, scored, quantified or standardized techniques of assessing job suitability."

Equal Employment Opportunity

A system of employment practices under which individuals are not excluded from any participation, advancement, or benefits because of their race, color, religion, sex, national origin, or other factors which cannot lawfully be the basis for employment actions. It is an employment system in which neither intentional nor unintentional discrimination operates. The purpose of affirmative action is to achieve equal employment opportunity.

Equal Employment Opportunity Commission (EEOC)

A federal commission on equal employment opportunity established in 1972. The EEOC is charged with administering Title VII of the Civil Rights Act of 1964. Under the Act, the EEOC has the authority to investigate and conciliate charges of discrimination because of race, color, religion, sex (including pregnancy), or national origin by employers, unions, employment agencies, and joint apprenticeship or training committees. The EEOC is also responsible for administering the Age Discrimination in Employment Act, the Equal Pay Act, and the Americans With Disabilities Act.

Essential Functions

EEOC regulations define the essential functions of a position as "the fundamental job duties of the employment position the individual with a disability holds or desires." The determination of whether or not a particular function is essential will generally include one or more of the following factors: (1) whether the position exists to perform a particular function; (2) the number of other employees available to perform that job function or among whom the performance of that job function can be distributed; and (3) the degree of expertise or skill required to perform the function.

Fair Employment Practice Commission (FEPC)

A state or local government agency which administers state or local laws, regulations, or ordinances prohibiting employment discrimination on the basis of sex, minority status, and/or other factors. These agencies may also have the responsibility for cooperating with the Equal Employment Opportunity Commission in enforcing Title VII.

Goal

A target number or percent of women and minorities to be hired, promoted or transferred to various job categories within a given period of time. The number is usually computed according to the percentage of available and qualified female and minority workers in the employer's labor area and/or the projected job vacancies anticipated by the employer.

Goals and Timetables

Numerical projections an employer makes of the representation women and minorities are likely to achieve in positions in which they have been underutilized within a defined time frame. These are the staples of an affirmative action plan.

Good-Faith Effort

An employer's broad and active efforts to assure that all aspects of its affirmative action plan work together as a whole.

Griggs v. Duke Power

The U.S. Supreme Court decision of March 1971 in which it was decided that employment tests or qualifications which screen out women or minorities at a greater rate than others cannot be used unless the employer proves that the screening device in question is manifestly related to the job for which it is used. Such proof must be in the form of a validation study conducted according to provisions of the EEOC Testing and Selecting Employees Guidelines.

Hispanic

A race/ethnic category used in this report to include all persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

Impairment - see "physical and mental impairment"

Individual with a Disability

This term refers to any person who: (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment.

Job Specifications

Generally, a formal enumeration of functions and necessary qualifications for a position being newly created. In most cases, the development of job specifications is part of the process of modifying an existing position or creating a new one. Specifications which set forth greater levels of complexity or higher qualifications than are validly related to performance of a job may have discriminatory impact.

Labor Force

As defined by the U.S. Bureau of Census, "all persons classified in the civilian

labor force plus members of the Armed Forces."

Labor Force Participation

The rate at which a given group, such as women, Blacks, people of certain ages, etc. are represented in the labor force, civilian labor force, or the experienced civilian labor force, as those terms are defined by the U.S. Bureau of Census.

Labor Market, Effective - see Effective Labor Market

Labor Market, Relevant - see Relevant Labor Market

Mediation

A process by which a conciliator, EEO Counselor, consultant or other person whose role is to facilitate resolution of conflict or complaint acts as intermediary between or among parties to an EEO complaint to the end of bringing it to a conclusion satisfactory to all parties without the expense and conflict of formal litigation.

Merit Principles

Under the Uniform Guidelines on Employee Selection Procedures (UGESP), merit principles are "the basic tenets of public personnel administration including such concepts as open competition for entry; selection on the basis of relative knowledge, skills and abilities; advancement based on relative performance and ability; and fair treatment of applicants and employees in all aspects of personnel administration without regard to race, color, religion, national origin, sex, or political affiliation."

Minority

For EEO official reporting purposes, the term "minority" includes American Indians, Asians, Blacks, and Spanish-surnamed Americans.

National Labor Relations Board

Although federal policy against racial discrimination is enforced primarily through the EEOC and the OFCCP, issues involving racial discrimination also come before the National Labor Relations Board under the Taft-Hartley Act. The NLRB has held that a union practicing racial discrimination against an employee it represents violates the employee's rights under the Taft-Hartley Act and that such a case falls under the jurisdiction of the NLRB.

Native American (American Indian/Alaskan Native)

A race/ethnic category used in this report to include all persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.

Office of Federal Contract Compliance Programs (OFCCP)

The OFCCP is part of the Department of Labor and is charged with administering

Executive Order 11246 which prohibits discrimination because of race, color, religion, sex, or national origin by all federal government contractors and subcontractors and by contractors performing work under a federally assisted construction contract, regardless of the number of employees in either case.

Office of Personnel Management

As of January 1, 1979, the Civil Service Commission (CSC) was replaced by the Office of Personnel Management (OPM) and the Merit Systems Protection Board (MSPB). The OPM inherited the personnel-management responsibilities of the old CSC, while the MSPB took over the CSC's employee-appeals functions.

Parity

Parity is reached when the workforce is equal to the demographic composition of the general population. There are two types of parity: (1) Population parity - compares the percentage participation in the appropriate classes in an organization with their percentage participation in the appropriate external workforce; (2) Occupational parity - compares the percentage participation of protected classes in distinct occupational categories in the organization with the participation of these classes in the same categories in the appropriate external labor force. For the purpose of this Plan, population parity is utilized.

Participation Rate

Refers to the (1) percentage of incumbents in a job title, class, department or other organizational unit who belong to a given protected class, and (2) percentage of individuals involved in an employment transaction (application for employment, hiring, placement, promotion, separation) who belong to a given protected class.

Physical or Mental Impairment

This term includes (1) any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory, including speech organs, cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic, skin and endocrine; or (2) any mental or physical disorder, such as mental retardation, organic brain syndrome, emotional or mental illness and specific learning disabilities.

Prima Facie

A state of facts which will allow a party to have one's case go to the jury.

Protected Class or Group

The term refers to legally identified groups that are specifically protected by statutes against employment discrimination. Protected class is automatically conferred upon recognized minority group members, females, the elderly and the disabled by virtue of the law or other court decisions interpreting the law.

Perpetuation of Past Discrimination

The maintenance of neutral employment policy or practice which perpetuates past discrimination and violates Title VII of the Civil Rights Act of 1964, as amended.

Qualified Individual With A Disability

With respect to employment, a person with a disability who, with or without reasonable accommodation, can perform the essential functions of the job.

Quotas

In employment law, court-ordered hiring and/or promoting of specified numbers or ratios of minorities or women in positions from which a court has found they have been excluded as a result of unlawful discrimination. Quotas can not be undertaken by an employer without court sanction. Quotas are not the same as goals and timetables.

Race/Ethnic Categories

For the purposes of this report, the following race/ethnic categories will be used: Asian or Pacific Islander; Black (not of Hispanic origin); Hispanic; Native American (American Indian or Alaskan Native); and White (not of Hispanic origin). The categories do not denote clearcut scientific definitions of anthropological origins but are based upon an individual's self-identification as a member of a particular group, or absent such self-identification, the institution's determination of placement in one of the categories. These categories are used in reporting to federal and state regulatory agencies and in the development of affirmative action plans. See "Asian/Pacific Islander", "Black"; "Hispanic", "Native American" and "White" for the respective definitions.

Racism

A combination of individual racial prejudice and discrimination with institutional/organizational policies and practices (written and unwritten) which result in inequitable treatment.

Reasonable Accommodation

The principle by which employment and public accommodations are made accessible to qualified people with disabilities. In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities. Employers are required under the ADA to make reasonable accommodations to the known physical and mental limitations of otherwise qualified disabled applicants and employees, unless it can be demonstrated that the accommodation would be unreasonable or impose undue hardship.

Relevant Labor Market

That portion of the labor force within the recruitment area which possesses the requisite skills.

Retaliation

Retaliation prohibited by Title VII is any adverse employment action taken as a direct result of opposition to illegal employment practices or participation in formal Title VII activities.

Selection Procedure

Under the Uniform Guidelines on Employee Selection Procedures, "any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures include the full range of assessment techniques from traditional paper and pencil tests, performance tests, and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms."

Selective Certification

An exception to the established certification rule (e.g. Rule of Three) by which eligible candidates other than the three with the highest test, veterans' preference, and related scores may be considered for employment by a government agency under merit principles.

Telecommunications Device for the Deaf (TDD)

A telecommunications device for the deaf which is a machine that uses graphic communication in the transmission of coded signals through a wire or radio communication system.

Underutilization

Underutilization exists when fewer protected group members are in a particular job category than would reasonably be expected given their presence in the relevant labor market. Once underutilization is quantitatively established, the burden of proof rests on the employer to demonstrate that the underutilization is the legitimate effect of Bona Fide Occupational Qualification and the valid criteria of business necessity.

Undue Hardship

The point at which an employer is no longer required to make accommodations in employment under Title I of the ADA since the action involved would require significant difficulty or expense. The factors to be considered include, but are not limited to: (1) the nature and cost involved in the accommodation; (2) the overall financial resources of the facility or facilities involved; (3) the number of people employed at the facility; and (4) the type of operation(s) of the employer.

Uniform Guidelines on Employee Selection Procedures (UGESP)

Regulations setting forth the standards by which federal government compliance agencies would determine the acceptability of validation procedures used for written tests and other employee selection devices.

U.S. Bureau of the Census

The bureau within the U.S. Department of Commerce which conducts the census of the population of the United States every decade. The Census Bureau also produces many statistical reports and studies relating to the social, economic, racial, educational, and other characteristics of the population by age, sex, ethnicity and other factors. Publications of the Census Bureau are generally regarded as authoritative sources of data for affirmative action planning purposes.

Upward Mobility

Creation of conditions in which women and minorities can achieve advancement from lower positions to higher positions from which they have been excluded in the past: This is generally accomplished through efforts to eliminate discriminatory barriers and through training programs.

Utilization Analysis

An analysis conducted by an employer to determine whether minorities and women are employed in each major job classification at a rate consistent with the availability of qualified women and minorities in the relevant labor market for the positions covered by each job category. A utilization analysis is a required element of any affirmative action plan.

Validation

A procedure by which pencil and paper tests and other employee selection devices are demonstrated empirically to be predictive of job performance in the particular jobs for which they are used.

White (not of Hispanic origin)

A race/ethnic category used in this report to include all persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

U.C. BERKELEY LIBRARIES



C124915434

